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Joint Inspection Unit

Public information and communications policies and practices in the United Nations system

Note by the Secretary-General

The Secretary-General has the honour to transmit to the members of the General Assembly the report of the Joint Inspection Unit entitled "Public information and communications policies and practices in the United Nations system".

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JIU/REP/2015/4

PUBLIC INFORMATION AND COMMUNICATIONS POLICIES AND PRACTICES IN THE UNITED NATIONS SYSTEM

Prepared by

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Geneva 2015

16-15807

Executive Summary

Public information and communications policies and practices in the United Nations system

JIU/REP/2015/4

The present review is part of the Joint Inspection Unit (JIU) programme of work for 2014. Public information and communications is of continuous interest to Member States, since it is an essential function for explaining the objectives, values and challenges of the United Nations family and is expected to create global support for its work. The present report suggests that public information and communications has a role to play in reaffirming the relevance of the United Nations system organizations and in invigorating their credibility, their image and their reputation, provided that it is approached in a strategic manner.

Benchmarks for a strategic public information and communications function

Chapter II of the present report addresses the issue of reinforcing the strategic role of the public information and communications function in the organizations of the United Nations system. Overall, the review shows that some progress has been made by many organizations in raising the function from basic technical dissemination to a more comprehensive role.

However, further steps need to be taken to tap into the function's full potential for supporting organizational goals and priorities. Such steps should be articulated around the nine proposed benchmarks, which are aimed at (a) incorporating public information and communications into the strategic plans of each organization and at the programme/project level; (b) adopting corporate frameworks/strategies that provide overarching communications principles and outline roles and responsibilities, complemented by up-to-date working-level guidelines; (c) reinforcing access to executive management and participation in decision-making processes; (d) ensuring effective prioritization processes for better coherence and to maximize outreach to audiences; (e) developing multilingual products and services to increase the uptake of messages; (f) devoting adequate and sustainable resources to the function; (g) consolidating internal and external communications; (h) offering adequate training to public information and communications officers as well as to other categories of staff communicating on behalf of the organizations; and (i) establishing a monitoring system that would help management to shape future public information and communications initiatives (**recommendations 1 and 2**).

Benchmark 1: Organizational goals and priorities

Public information and communications is embedded in strategic planning at the global, regional and national level to support the organization's strategic goals and priorities defined by Member States, taking into account organizational specificities.

Benchmark 2: Overarching principles of communications

Public information and communications has a formal and inclusive organization-wide framework/strategy that cascades down to the communications plans of the departments and offices at various locations.

Benchmark 3: Access to executive management

The public information and communications function has sufficient access to executive management to ensure its proper integration in the strategic decision-making processes of the organization.

Benchmark 4: Coherent planning and messaging

Public information and communications activities and products are delivered by all parts of the organization through concerted planning and are based on harmonized and coherent messaging.

Benchmark 5: Multilingualism

The organization develops multilingual public information and communications activities and products to reach out to local audiences and to maximize the uptake of its messages.

Benchmark 6: Resources

The organization devotes adequate and sustainable resources to public information and communications, enabling its dedicated corporate entity to coordinate, guide and perform its advisory role at all levels.

Benchmark 7: Internal and external communications

The organization integrates internal and external communications into a holistic approach, recognizing the role of non-communication staff in public information and communications.

Benchmark 8: Training

The organization offers regular public information and communications training, in order to refine the competencies of public information and communications officers as well as of other staff communicating on behalf of the organization.

Benchmark 9: Monitoring and oversight

Public information and communications activities and products are monitored and evaluated on a regular basis to assess their impact on intended audiences. Good practices and lessons learned are identified and help management to shape future public information and communications initiatives of the organization.

Strengthening system-wide public information and communications

Chapter III focuses on the current system-wide mechanisms and the local arrangements for promoting joint public information and communications work among United Nations system organizations. At the system level, the United Nations lacks a mechanism for deciding in a strategic manner on common public information and communications priorities and for giving impetus to cross-cutting campaigns on topics of common interest. The United Nations Communications Group (UNCG), at principals' level, and the United Nations Development Group (UNDG) Communications and Advocacy Working Group, are currently the main mechanisms dealing with public information and communications in a system-wide perspective.

The review reveals the benefits of UNCG as an inter-agency mechanism responsible primarily for coordination, networking and information-sharing. However, being an informal and flexible mechanism, it has some limitations. The Inspector believes that the current arrangements could be improved to strengthen UNCG's strategic role in the United Nations system. The drafting of terms of reference for UNCG, preferably in the context of the annual meeting of principals in order to engage the United Nations system organizations broadly, would clarify its role and mission. The updated and modernized terms of reference should then be widely disseminated to reach out to relevant stakeholders in the United Nations system and increase their awareness. Its presentation to the Committee on Information could also be an opportunity to promote its role and mission, as well as to bring it closer to the executive management level of the system.

The Inspector stresses the importance of the coordination and cooperation between UNCG and the Communications and Advocacy Working Group in order to benefit from their respective strengths and create added value by developing strong complementarities and synergies between the two groups. This would contribute to further strengthening the public information and communications capacity in the United Nations system (**recommendation 3**).

The review indicates that, at the field level, the architecture for system-wide coordination and cooperation is in place. The results achieved in terms of joint and coherent public information and communications activities are encouraging, however they depend on the local capacities. The presence of United Nations Information Centres plays an important role, and a positive dynamic at the level of the United Nations country teams is also an enabling factor.

The review presents a number of good practices as observed, and the Inspector draws attention to the experiences of sharing resources in a strategic manner, which have developed in the system with some success. These could serve as the basis for reinforcing the public information and communications capacity in the field as a means of supporting local UNCGs' arrangements, whose increased effectiveness would have a positive impact on audiences (**recommendation 4**).

Social media

Chapter IV examines the policies and practices of the United Nations system organizations in the rapidly expanding social media landscape which increasingly sets the pace and tone for communications. Social media accounts open up possibilities for unprecedented reach and message uptake, but also pose risks to the organizations if they are administered in an uncoordinated manner. The review calls for more strategic management and use of social media (**recommendations 5 and 6**). To foster the efficiency and effectiveness of communications via social media, the in-house capacity of the United Nations system organizations should be strengthened by enlarging job profiles, recruiting experts, tailoring training both for social media managers and for other personnel dealing with communications, and improving the monitoring and evaluation capacities.

Recommendations

Recommendation 1

The legislative/governing bodies of the United Nations system organizations should request the executive heads to embrace the nine benchmarks proposed in the present report, in order to enhance the strategic role of the public information and communications function in contributing to the achievement of organizational goals and priorities, thereby promoting global support for their organization.

Recommendation 2

Starting from the forthcoming programme and budget cycle, the executive heads of the United Nations system organizations should reinforce in a sustainable manner the strategic role of the public information and communications function within their organization, by adhering to the nine benchmarks proposed in the present report, as applicable.

Recommendation 3

The executive heads of the United Nations system organizations should encourage, as applicable, their representatives in UNCG at principals' level, and in the UNDG Communications and Advocacy Working Group, to coordinate their work closely and to develop strong complementarities and synergies between the two groups in order to further strengthen public information and communications capacity in the United Nations system.

Recommendation 4

The executive heads of the United Nations system organizations should take concrete measures to strengthen public information and communications capacity at the field level within their organizations, when applicable. This, in turn, would enable local UNCGs to conduct joint activities with due attention to local circumstances and organizations' mandated priorities, and reinforce the effectiveness and impact of those activities.

Recommendation 5

The executive heads of the United Nations system organizations that have not yet done so should develop an effective social media strategy that is based on updated guidelines and is properly aligned with the other respective policies and frameworks/strategies for public information and communications.

Recommendation 6

The executive heads of the United Nations system organizations should strengthen the in-house capacity for social media management, with a view to creating specific content and maintaining organizational accounts, as well as to providing advice on the proper use of social media.

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Abbreviations and acronyms

CEB	United Nations System Chief Executives Board for Coordination
CIS	Commonwealth of Independent States
DESA	Department of Economic and Social Affairs
DOCO	Development Operations Coordination Office
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ILO	International Labour Organization
IMO	International Maritime Organization
IOM	International Organization for Migration
ITC	International Trade Centre
ITU	International Telecommunication Union
JIU	Joint Inspection Unit
JUNIC	Joint United Nations Information Committee
OCHA	Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the United Nations High Commissioner for Human Rights
OIOS	Office of Internal Oversight Services
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCG	United Nations Communications Group
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNDG	United Nations Development Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNIC	United Nations Information Centre

UNIS	United Nations Information Service
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNO	United Nations Office
UNODC	United Nations Office on Drugs and Crime
UNOG	United Nations Office at Geneva
UNON	United Nations Office at Nairobi
UNOPS	United Nations Office for Project Services
UNOV	United Nations Office at Vienna
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSSC	United Nations System Staff College
UNU	United Nations University
UNV	United Nations Volunteers
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNWTO	World Tourism Organization
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

I. Introduction

1. The Joint Inspection Unit (JIU) conducted a review of public information and communications policies and practices in the United Nations system as part of its programme of work for 2014. The impetus came from a proposal made by the JIU Inspector, which was supported by a number of organizations including the United Nations Secretariat and the secretariat of the United Nations System Chief Executives Board for Coordination (CEB) during the consultative process.

2. For the purposes of the present report, the term "public information" is to be understood as referring explicitly to "any activity which raises public awareness of the ideals, issues, activities, aims and accomplishments of the United Nations and promotes an informed understanding of its work and purposes among the peoples of the world using both traditional and new media".[1] The broader concept of "communications" refers to "coordinated actions, messages and images intended to inform, influence or persuade selected audiences in support of organizational objectives".[2] These definitions encompass the diversity of activities observed in the United Nations system organizations, such as the dissemination of information to the media, outreach programmes to inform the general public and specialized audiences, and advocacy campaigns to engage decision-makers or beneficiaries, as well as, to some extent, fundraising activities.

3. With due consideration given to confidentiality and privacy, most of the organizations have emphasized the principles of transparency and public access to information as key components in ensuring effective support from, and participation by, their stakeholders. Each organization engaged in external communications should have policies and procedures in place to manage information and to monitor its disclosure. Public information and communications, in all its aspects, has been a subject of continuing interest for Member States and the secretariats of the United Nations system organizations. It is an essential function that aims to inform about the objectives and values of the United Nations system and the challenges that it faces, and to create global support for its work.[3] Public information and communications is also a key element of an accountability and reputation management framework.

[1] This definition was first used in the 2011 report of the Office of Internal Oversight Services entitled "Review of the organizational framework of the public information function of the Secretariat" (A/66/180).

[2] Adapted from: Christopher Paul, *Strategic Communication: Origins, Concepts, and Current Debates* (ABC-CLIO, 2011), p. 3.

[3] In June 2008, the Secretary-General's Policy Committee decided that communications at all levels of the United Nations system "should focus on illustrating and explaining how the goals of the Organization, as expressed in the Charter, are being achieved through the Secretary-General's vision. This should help unify the United Nations family, illustrate the United Nations at work, mobilize different constituencies and link it to the daily lives of the peoples of the world." (Decision No. 2008/23 of the Secretary-General, on United Nations communications, 25 June 2008 meeting of the Policy Committee). See the UNDG report entitled "Joint communications: forming and strengthening a UN communications group".

A. Objectives and scope

4. The objectives of the present review are: (a) to provide a comparative assessment of respective arrangements related to the public information and communications function within the United Nations system organizations and to propose benchmarks for a strategic approach to communications; and (b) to assess the current mechanisms of system-wide coordination among these organizations, both at their headquarters and in the field. In carrying out the assessment, the objective of the Inspector was to identify good practices and lessons learned in order to make recommendations for improving the organizations' communications capabilities, as individual entities or as part of the United Nations system. The report also examines the use of social media, which is an emerging phenomenon in the information and communications domain of the United Nations system.

5. The review is system-wide in scope and covers the 28 JIU participating organizations: the United Nations, its funds and programmes, the specialized agencies, and the International Atomic Energy Agency (IAEA). It analyses the policies and practices to manage communications between the organizations and the public that the organizations are reaching out to. These functions are usually broken down into different subfunctions, which can include public information, outreach, advocacy and public education.[4] Each organization's mandate and operational model determines the organization's communications requirements and objectives; emphasis is thereby given to the most appropriate subfunctions and related activities. The corporate entities responsible for public information and communications that are tasked with managing communications in a systematic and professional manner within the organizations were of principal interest of the present review. The Inspector also studied the practices in several field locations, particularly in light of the need to ensure system-wide coordination.

B. Methodology

6. Basing his work on the established procedures, the Inspector used a combination of evaluation techniques to ensure the triangulation of findings and well-supported conclusions and recommendations. The present report incorporates information and data received by February 2015, which includes:

- A desk review of relevant policy documents available on the websites of the organizations and of internal documentation provided by their secretariats upon request, as well as a comparative analysis of the responses to the JIU questionnaire and the responses provided at interviews by the heads of the organizations' corporate entities for public information and communications. The vast majority of them provided inputs, as recorded in the annexes.
- On-site interviews with spokespersons and public information and communications officers at the Regional United Nations Information Centre, as well as at other United Nations entities located in Brussels and the United Nations Information Centres in Geneva and Vienna; and with officials of the organizations present in Cyprus and Ethiopia (the United Nations

[4] James E. Grunig, ed., *Excellence in Public Relations and Communication Management*, (New Jersey, Lawrence Erlbaum Associates Inc., 1992).

Peacekeeping Force in Cyprus, the United Nations Development Programme, the Office of the United Nations High Commissioner for Refugees, the Office of the Special Adviser on Cyprus and the Committee on Missing Persons). The Inspector also attended the 2014 annual meeting of UNCG at principals' level, which is the informal and flexible system-wide coordination mechanism in this area.

- An analysis of three online surveys targeted at (a) members of UNCG at principals' level; (b) directors and staff members of United Nations Information Centres and Services (UNICs and UNIS); and (c) selected public information and communications officers and/or focal points posted in regional or country offices or in field missions. The surveys brought together a rich set of opinions and perceptions, which were included in the report as appropriate.[5]

- A study of research papers on the role of the public information and communications function, both in international organizations and in the private sector, as well as articles providing guidance on methodologies for assessing public information activities.

- An analysis of a sample of public information and communications material and products in each organization, including corporate or local Internet sites, news centres, audiovisual products, social media accounts, campaign/special events packages, publications, brochures etc.

- Information from several JIU reports that have focused on public information and communications aspects (e.g. on the management of websites, goodwill ambassadors in the United Nations system, the network of United Nations Information Centres, and multilingualism).[6]

- Comments from participating organizations on the draft report, which were taken into account in finalizing the report. In accordance with article 11.2 of the JIU statute, the present report was finalized after consultation among the Inspectors so as to test its conclusions and recommendations against the collective wisdom of the Unit.

[5] The participation rates in the surveys were as follows:

	Recipients	Respondents	Participation rate
Survey of UNCG members	73	38 complete surveys (1 incomplete)	53.4%
Survey of public information/communications officers	791	236 complete surveys (40 incomplete)	34.9%
Survey of UNIC/UNIS/UNO directors and staff	132	72 complete surveys (9 incomplete)	61.4%

[6] Review of management of Internet websites in the United Nations system organizations (JIU/REP/2008/6); Goodwill ambassadors in the United Nations system (JIU/NOTE/2006/1); Review of United Nations public information networks: United Nations Information Centres (JIU/REP/89/6); The locations of United Nations Information Centres (UNICs) (JIU/REP/85/12); Report on the United Nations Information Centres (JIU/REP/79/10). Multilingualism in the United Nations system: status of implementation (JIU/REP/2011/4).

7. The report contains six recommendations. To facilitate the handling of the report, the implementation of the recommendations and the monitoring thereof, annex VIII contains a table indicating whether the report is being submitted to the organizations concerned for action or for information. The table identifies the recommendations that are relevant for each organization and specifies whether they require a decision by the legislative or governing body of the organization or action by its executive head.

8. The Inspector wishes to express his appreciation to those officials who assisted him in the preparation of the present report, particularly those who participated in the interviews and so willingly shared their knowledge and expertise.

C. Background

9. The way that public and private organizations communicate has changed dramatically in the last twenty years. The trend towards globalization and the evolution of information and communications technologies have had a significant impact on communications.[7] This evolution is characterized by a gradual decrease in reliance on traditional media outlets as sources of information, and by the emergence of online interaction and participation by individuals shaping their relationships with organizations.[8]

10. With organizations having unprecedented means to implement their communications and being able to involve previously hard-to-reach stakeholders, the complexity of administering these tasks has increased substantially. A key consideration of the present review is to see how the organizations of the United Nations system have adapted their structures, policies and practices to the communications landscape of the twenty-first century, both internally and externally. In recent years, a number of the organizations have conducted in-depth reviews of their public information and communications frameworks (namely ILO, ITC, UNCTAD, UNDP, UNICEF, UNFPA, WHO, WIPO, and the United Nations regional commissions for Africa (ECA) and for Europe (ECE)). In some cases, the decision to carry out such a review followed external independent assessments outlining the need to enhance the organizational profile, in others the need was diagnosed internally.

11. The mandates and activities of the United Nations system organizations provide opportunities for effective communications based on positive messages directed at the general public and specialized audiences. At the same time, the diversity and the complexity of these mandates, the political constraints of multilateralism and the sometimes highly technical nature of the work makes it difficult to communicate in a clear and coherent way.

12. During the preparation of the present review, a rich and diverse set of activities and products in the area of public information and communications, carried out by the United Nations system organizations, were considered. Figure 2 below summarizes the channels and tools used at different levels and locations in

[7] Krishnamurthy Sriramesh, "Globalisation and public relations: An overview looking into the future", *PRism*, vol. 6, No. 2.

[8] Lauren Movius, "Cultural globalisation and challenges to traditional communication theories", *Journal of Media and Communication*, vol. 2, No. 1, pp. 6-18.

the pursuit of a variety of communications goals, which are targeted at a wide range of audiences. All these activities vary according to respective organizational models and operating requirements and constitute the overall context in which the JIU review was conducted.

13. Opinion polls in some countries have indicated that there is lingering doubt about the ability of the United Nations to contribute strongly to resolving international issues; they have also pointed to confusion about the responsibilities of individual agencies of the United Nations system and raised questions about its perceived effectiveness.[9] The United Nations system's contribution to solving the challenges of today's world is put into question. In this regard, it should be noted that a recent large-scale international survey highlighted an encouraging statement: the information and communications of the organizations of the United Nations development system was seen as effective (55 per cent) or very effective (11 per cent).[10] **Public information and communications has a vital role to play in reaffirming the relevance of the United Nations system organizations and in invigorating their credibility, their image and their reputation, provided that it is approached in a strategic manner.**

Corporate branding

14. Corporate branding is an overarching set of principles that brings coherence into the marketing of public information and communications and may enhance its impact. Since the organizations are diverse and abide by multiple mandates, both individually and as part of a complex institutional system, a prerequisite for success in communications is to have a globally consistent visual identity and branding that clearly identifies the organization and its role in the system. Such corporate branding, striving for the alignment of all parts of the organization, is currently not achieved most of the time. The lack of uniformity of the public information and communications items produced at the corporate or department level (publications, websites etc.) concerns various components of communications, such as the graphic design, the editorial line, and the structure, content and tone of the messaging.

15. Building a brand requires significant in-house expertise and resources for any organization wishing to centre its public information and communications on a clear, simple and distinctive message to connect to its public. The Inspector noted that public information and communications officers are taking steps to improve the overall branding of their organizations, as part of their responsibilities. In preparing the present review, several initiatives were found, such as the UNAIDS brand-building site,[11] the Department of Public Information (DPI) guidelines for UNIC websites[12] and the efforts by the United Nations Population Fund (UNFPA) to harmonize the appearance and content of its headquarters, regional and country websites. Organizations have taken initiatives to develop and disseminate branding guidelines, an example of which is WIPO's *Brand Book*, or have put detailed guidelines on their intranet on the application of branding principles. Some United

[9] For example, Gallup Inc. is a United States research-based management consulting company that regularly conducts large-scale worldwide opinion polls about the United Nations system. See, for instance http://www.gallup.com/poll/167576/solid-majority-americans-say-doing-poor-job.aspx and http://www.bloomberg.com/bw/stories/2005-08-01/the-united-nations-fractured.

[10] Future United Nations Development System global survey, Dalberg Research, April 2014.

[11] See http://www.unaids.org/brandbuilder/en/.

[12] Information Centres Service, website guidelines for UNIC websites, 2008.

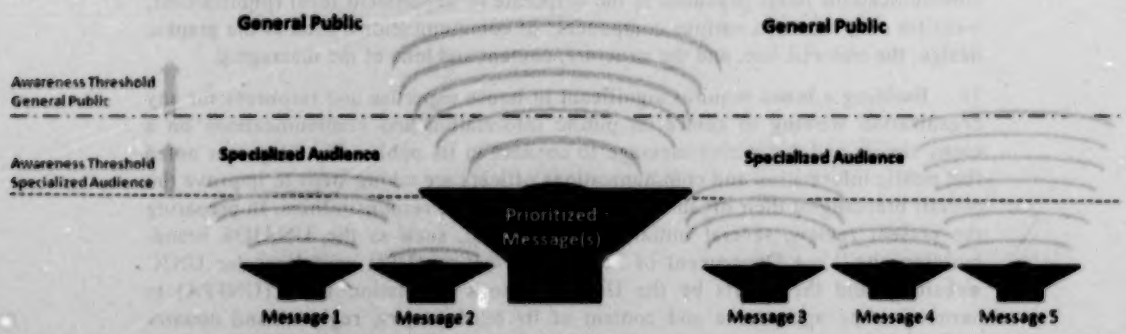
Nations country teams have succeeded in adopting a common visual identity. **In the Inspector's view, such good practices for the reinforcement of corporate branding should be encouraged and should be inclusive of all organizational components.**

Priorities in messaging

16. In asserting that "when everything is important, nothing is important", one high-level official was clearly underlining the likely consequence of a fragmented approach to communications, by each organization and by the system itself. Figure 1 illustrates this situation, where specialized audiences may be reached by individual messages but broader coverage remains difficult to achieve without message prioritization. The 2014 annual meeting of UNCG devoted a session to this challenge for the United Nations system of breaking through the awareness threshold and becoming visible and audible.

17. **There was a consensus among many officials interviewed that fewer priorities and better focus of public information and communications campaigns would provide benefits for the organizations both at the individual level and the entire system level.** And yet, as shown in the present review, prioritization processes are inconsistently developed at the organizational level and the system level. There is often neither a clear process in place nor properly assigned responsibility for prioritizing resources and mobilizing the entire public information and communications capacity behind main messages as selected by Member States. The consequence is that, in recent years, one has observed an increase of information and news as well as a proliferation of various channels and websites to communicate.

Figure 1: Breaking through awareness thresholds: prioritized message(s) vs. individual message



Prepared by JIU (2015).

18. Two other constraints arise in practice. Firstly, public information and communications, by its nature, requires a reactive, pragmatic and flexible approach from United Nations system entities, since it is contingent on fast-paced outside world news and events that may generate unanticipated communications needs impacting on the set priorities. Secondly, within individual organizations, the activities and programmes often compete to communicate their achievements, and

consequently tensions may arise when managers consider that their work is not being given a sufficiently high profile.

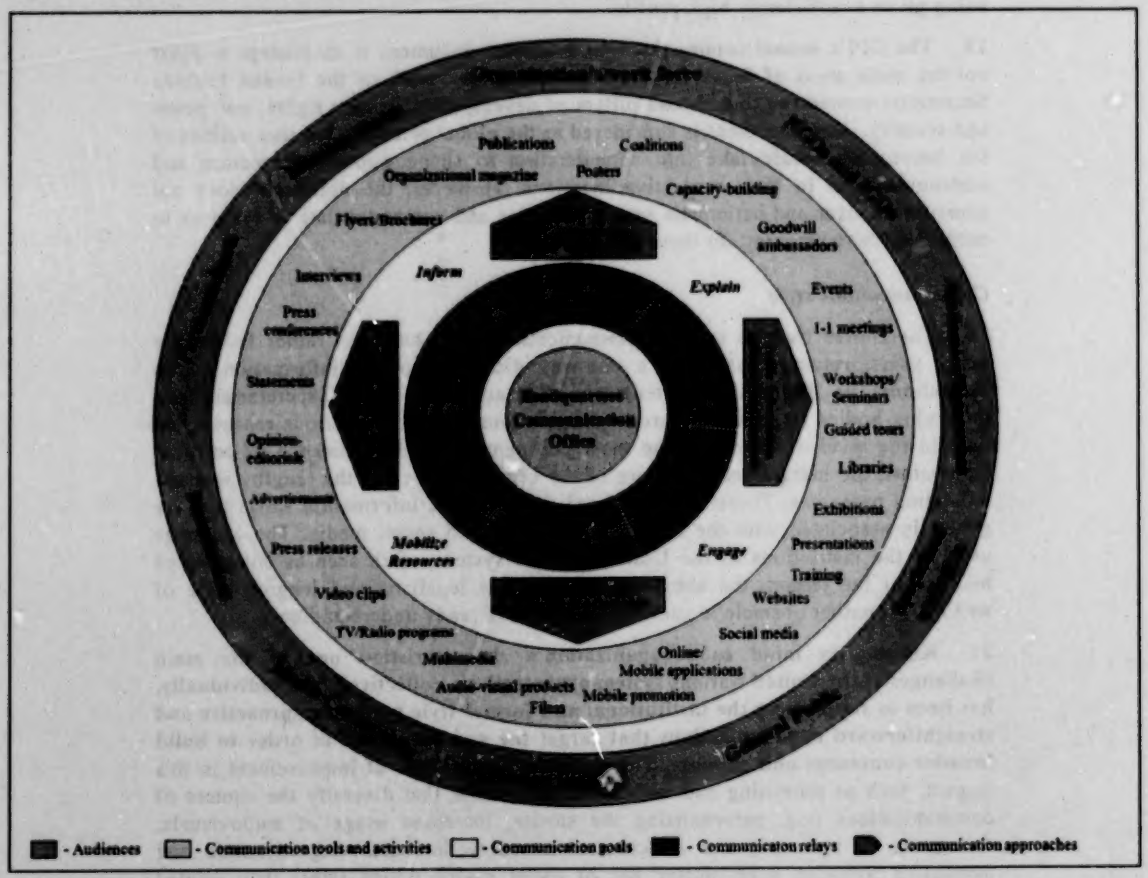
19. The DPI's annual communications guidance document is an attempt to chart out the main areas of focus for the communications work of the United Nations Secretariat around the three broad pillars of development, human rights, and peace and security. This document is considered as the global priorities list that entities of the Secretariat should take into consideration to shape public information and communications in their respective locations. However, the document does not constitute a clear and actionable set of priorities and comes too late in the year to enable effective planning for these entities.

Communications style

20. The United Nations system communications style has been rather formal for many years, relying mostly on a one-way dissemination of information to an institutional or diplomatic audience on the activities of the secretariats and governing bodies or on the progress of operations. There are various reasons that explain the level of formality, the most pertinent being the existence of political constraints, the hierarchical structure of the organizations and the lengthy internal validation processes. These have hindered the real-time information flows that are generally associated with the rise of the Internet and social media. The language used by the institutions of the United Nations system, often seen as complicated because of the jargon, the abbreviations, and the legalistic and lengthy style of writing, is another obstacle to user-friendliness and ready understanding.

21. **Keeping in mind each organization's characteristics, one of the main challenges of the United Nations system organizations, collectively and individually, has been to supplement the institutional and formal style with more proactive and straightforward communications that target the general public in order to build broader consensus and support.** The Inspector found signs of improvement in this respect, such as promising and innovative approaches that diversify the content of communications (e.g. personalizing the stories, increased usage of audiovisuals, revamping of websites) and embrace advanced technologies (e.g. dynamic and interactive websites, sophisticated use of social media, online rather than printed publications). These initiatives are nevertheless subject to internal structures and arrangements that have been in place for decades and may no longer be the most appropriate for effective communication today (such as procurement rules, frameworks for external partnerships, formal information flows etc.).

Figure 2: Public information and communications in the United Nations system



Prepared by JIU (2015).

II. Benchmarks for a strategic public information and communications function in the United Nations system organizations

22. The role of public information and communications has become more prominent in international organizations, since it is now expected to contribute to achieving the objectives of an organization.[13] A global survey in 2013 found that 95 per cent of communicators in the public and private sectors saw their role as supporting organizational goals.[14] This is based on the increasing recognition that public information and communications makes an influential and strategic contribution to an organization's success.[15]

23. And yet, the United Nations system has a long way to go in this respect, as only 24.3 per cent of UNCG members strongly agreed with the statement that the "public information and communication function is well integrated in the strategic decision-making process within my organization" (43.2 per cent somewhat agreed with the statement). With regard to the United Nations, it has been emphasized in the relevant General Assembly resolutions that the function should be placed at the heart of the strategic management of the United Nations.[16] However, public information and communications officials often describe the United Nations system as more reactive than proactive, which brings with it a risk of the communications function being confined to being a routine, end-of-the-line, technical function (dissemination) rather than part of a strategic approach shaping a common coherent image.

24. The present chapter focuses on the public information and communications arrangements within the respective United Nations system organizations. The Inspector refers to a series of benchmarks drawn from wide-ranging professional studies to assess the strategic approach to the public information and communications function in the United Nations system organizations.[17]

A. Organizational goals and priorities

Benchmark 1

Public information and communications is embedded in strategic planning at the global, regional and national level to support the organization's strategic goals and priorities defined by Member States, taking into account organizational specificities.

[13] Cees B.M. van Riel, *Principles of Corporate Communication* (Hemel Hempstead, Prentice-Hall, 1995).

[14] USC Annenberg School for Communication and Journalism, "GAP VIII: Eighth Communication and Public Relations Generally Accepted Practices Study (Q4 2013 data)".

[15] Tamara Gillis, ed., *The IABC Handbook of Organizational Communication: A Guide to Internal Communication, Public Relations, Marketing and Leadership*, vol. 2. (John Wiley and Sons, 2006).

[16] See General Assembly resolutions 68/86 A-B and 69/96 B.

[17] See, among others: David M. Dozier, Larissa A. Grunig and James E. Grunig. *Manager's Guide to Excellence in Public Relations and Communication Management* (Routledge, 2013).

25. References made to public information and communications in the medium-term strategies of the organizations, or in their biennial budget and programme documents in the absence of a strategic planning document, were tracked down in order to assess the role of public information and communications in achieving organizations' goals. The analysis revealed that: (a) in medium-term strategies, public information and communications is often included in general terms only; and (b) budget and programme documents incorporate references to the substantive corporate office and its main functions from an operational point of view.

26. The medium-term strategic planning documents adopted by Member States rarely describe how public information and communications supports achievement of the organization's goals. Clear and manageable public information and communications priorities are not always established within the mandates of each organization. This practice leaves latitude to the secretariats and their main public information and communications entities to focus on the aspects considered most relevant or more achievable, given existing resources. However, most of the senior officials interviewed were confident that their public information and communications activities were aligned with the organizational objectives, while at the same time recognizing that communicators could be more involved in strategic planning. **The legislative/governing bodies of the organizations should ensure that a clear statement is included in the medium-term strategic documents to reflect how the public information and communications function can contribute to the achievement of organizational goals and priorities.** One example is the strategic goal on communication included in the Medium-Term Strategic Plan (2010-2015) of the World Intellectual Property Organization (WIPO), which mapped out the challenges in that area and the opportunities to address them.

27. A few organizations have a dedicated committee, made up of representatives of Member States, to address public information and communications issues. At the United Nations, the Committee on Information is the subsidiary body of the General Assembly overseeing these matters (see figure 3). At the United Nations Conference on Trade and Development (UNCTAD), the Trade and Development Board follows annually the implementation of UNCTAD's communications strategy, and the meetings of the Executive Council of the World Meteorological Organization (WMO) usually include an agenda item on communications and public affairs, notably to decide on the theme of World Meteorological Day. In most other cases, there is no formal mechanism for Member States to guide organizations with respect to their public information, communications or outreach activities.

28. The review found that the reporting by the secretariats to the governing bodies in this area was, generally speaking, descriptive of the activities undertaken, and rarely provided strategic analysis or proposed solutions for Member States' consideration. In some cases, informal consultations on immediate-/medium-term actions were reported to the Inspector as being a modality for setting directions for the secretariats' actions in the area of public information and communications.

Figure 3: Committee on Information

The mandate of the Committee on Information dates back to 1978 and 1979 and is threefold: (a) to continue to examine United Nations public information policies and activities, in the light of the evolution of international relations (...); (b) to evaluate and follow up the efforts made and the progress achieved by the United Nations system in the field of information and communications; and (c) to promote the establishment of a new, more just and more effective world information and communication order intended to strengthen peace and international understanding (...).[18]

Since its establishment, the membership of the Committee on Information has increased considerably, going from 41 members in 1978 to 115 in 2015; it has thus become one of the largest subsidiary bodies of the General Assembly.

A content analysis of the resolutions of the Committee on Information shows that the most recurrent issues considered were: the role of DPI as the main entity for handling public information and communications at the corporate level, the management of the network of United Nations Information Centres (locations, resources etc.), and the issue of multilingualism with regard to public information and communications activities.

United Nations General Assembly resolution 68/86A-B reaffirmed the central role of the Committee on Information in United Nations public information policies and activities, including the prioritization of those activities. While the Committee on Information regularly reaffirms that DPI must prioritize its work programme, the pertinent resolutions originating from the Committee often include a long list of unprioritized subjects, which creates additional mandates with little funding allocated to them as there is no link with the General Assembly's Fifth Committee (as illustrated by paras. 5 and 6 of the said resolution).

29. Many public information and communications officers commented that communications was not mainstreamed in the programmes and projects of their respective organizations. This was confirmed in the JIU online survey, where fewer than 50 per cent of the respondents agreed that it was sufficiently integrated into the design of programmes and projects. Communications is often not seen as a full component of programmes and projects but rather as a last-step promotional measure, since managers tend to focus on the substantive component of their work at the expense of the communications dimension. Another reason may be that donors hardly recognize public information and communications as tangible outputs arising from their contributions, and therefore resources are allocated primarily to other elements of the programmes and projects.

30. In some organizations, there are discussions on how to better integrate communications into programmes and projects at the planning stage. A good example was found in the United Nations Children's Fund (UNICEF), where a specific team had been created that was tasked with developing effective cooperation between the programme managers (who set the messages) and the communications professionals (who shape the messages). At the United Nations, within DPI, a specific Evaluation and Communications Research Unit (see figure 8)

[18] General Assembly resolution 34/182. See also resolution 33/115 C.

helps managers to include the public information and communications dimension in their programmes through the selection and inclusion of meaningful indicators related to their respective activities. Another good practice was identified at the Food and Agriculture Organization of the United Nations (FAO), where the Director of the Office for Corporate Communications sits on the Corporate Programmes Monitoring Board, which oversees programme implementation matters in the organization.

B. Overarching principles of communications

Benchmark 2

Public information and communications has a formal and inclusive organization-wide framework/strategy that cascades down to the communications plans of the departments and offices at various locations.

31. A high-level corporate communications framework (often referred to as a communications strategy) states the organization's communications principles and its overarching approach and goals in regard to public information and communications. It serves as a road map for the communications plans of the organization's departments, programmes, offices at the global, regional and country levels.

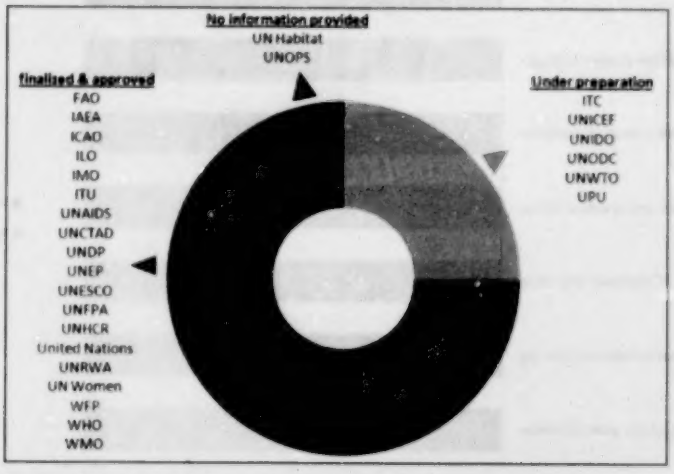
32. Drafting such a framework is an opportunity to reflect on the organization's positioning, which determines its modes of outreach. The rationales for public information and communications will vary according to the organization's nature, its operational requirements and its funding modalities. The mandates and organizational model should heavily influence the approach to communications.[19] **The public information and communications framework/strategy should create a basis to define the rationale for public information and communications and its specific focus, for more coherence within the organization itself and throughout the United Nations system. In this regard, it is closely related to the prioritization process mentioned previously.**

33. The majority of the organizations stated that they had a high-level corporate public information and communications framework/strategy, even if at times the planning document for the corporate office for information and communications was considered to serve the same purpose as a corporate strategy/framework. During the preparation of the present review, the International Trade Centre (ITC), UNICEF, the United Nations Industrial Development Organization (UNIDO), the United Nations Office on Drugs and Crime (UNODC) and the World Tourism Organization (UNWTO) were in the process of developing such an overarching document. A number of agencies have drafted or redrafted their framework/strategy

[19] The focus might be on information dissemination to Member States combined with outreach to the general public. Agencies such as IAEA (sensitivity and confidentiality), ICAO (technical) and WIPO (revenue-based) have specific needs, constraints and audiences, as far as public information and communications is concerned. For entities such as UNICEF and UN-Women, the objectives include advocacy for behavioural change, stakeholder support and fundraising. For humanitarian and field entities, public information and communications is often challenged by crisis and operational requirements and has to coordinate with non-United Nations partners.

in recent years to take into account social and technological developments and to better align it with their strategic plans (i.e. UNICEF and UNFPA) or as a consequence of in-depth external reviews (i.e. ILO, ITC and WHO).

Figure 4: Corporate public information and communications frameworks/strategies of the United Nations system organizations



Prepared by JIU (2015).

Analysis of the components of public information and communications frameworks

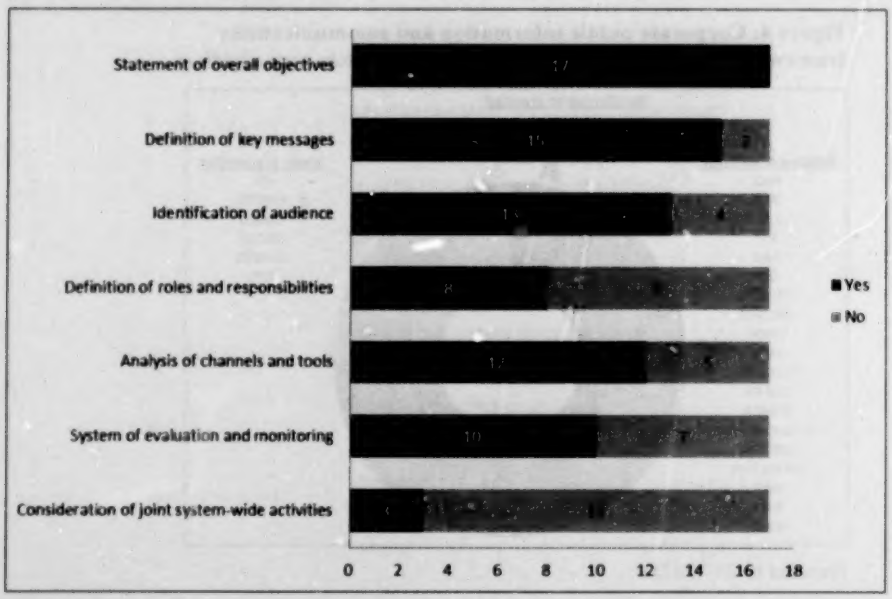
34. Annex I provides a detailed comparative analysis of the corporate public information and communications frameworks/strategies of the organizations that have them in place. It is based on the following seven essential components:[20] (a) statement of the overall objectives of communications; (b) message definition; (c) audience analysis; (d) definition of roles and responsibilities; (e) considerations regarding channels and tools; (f) monitoring and assessment; and (g) provisions for joint communications with other United Nations system entities. This information is summarized below in figure 5; there is a good score for most of the components, with two weaknesses as described in the paragraph that follows.

35. While all frameworks/strategies include a statement on public information and communications objectives, some of the statements were more detailed than others. The two weakest elements were: (a) the absence of clear definitions of the roles and responsibilities in the public information and communications process, which is essential for ensuring coherence and effectiveness, considering that activities are conducted at various levels of each organization;[21] and (b) the absence of reference to joint activities with other United Nations system entities. The monitoring and evaluation of public information and communications activities and products is also a component deserving attention.

[20] Ronald D. Smith, *Strategic Planning for Public Relations* (Routledge, 2013).

[21] A good example of a definition of roles and responsibilities was found in the ILO Internal Communication Strategy (draft), which uses a responsibility assignment matrix (RACI).

Figure 5: Components of corporate public information and communications frameworks/strategies of the United Nations system organizations (based on information for 17 organizations)



Prepared by JIU (2015).

36. The review identified two good practices for designing effective public information and communications frameworks/strategies:

- Participation and input from substantive and technical departments as well as regional offices (where applicable) must be ensured when the frameworks/strategies are being produced, in order to maximize in-house support, buy-in and compliance (ILO and WHO). External consultations with Member States, policymakers, the media, civil society, representatives of the private sector and other relevant stakeholders may result in additional perspectives that can strengthen the framework (UNCTAD).
- The level of endorsement must be sufficiently high to promote implementation across the entire organization. The review found that, in the majority of cases, the frameworks/strategies were approved by senior management or would be approved at that level once they were finalized. Very seldom did Member States endorse the framework/strategy. When it remains only at the level of the corporate entity for public information and communications, the risk that it is not implemented consistently in-house is high.

37. **To ensure clear overarching public information and communications principles, organizations that have not yet done so should develop or complete their corporate communications framework/strategy guided by the main components presented in paragraph 34 above.**

Public information and communications guidelines

38. The United Nations system organizations have developed professional working guidelines on selected aspects of public information and communications for which the United Nations Secretariat guidelines have often served as a basis (annex II shows relevant references). Although an in-depth content analysis of each guideline was not conducted, no major contradiction appeared among them even though the organizations' policies and practices may differ according to their specific needs.

39. Several organizations have consolidated their main guidelines into one set of references (FAO, IAEA, UNDP, UN-Women and WIPO, among others). Often available online, such toolkits record procedures, tips and templates for public information and communications officers or focal points spread across the departments and locations. An example of good practice is the integration of the set of principles for media relations into the staff rules and regulations (at IAEA), into the administrative manual (at UNESCO) and into an office instruction (at WIPO). In the Inspector's view, these practices contribute to harmonized implementation.

40. The corporate entity for public information and communications should maintain a set of updated guidelines for easy use and reference across the organization. One of the challenges is the capacity to refresh, update and disseminate these guidelines at regular intervals, as appropriate. Annex II shows guidelines dating back to early 2000; the question arises as to whether they are still suitable. The JIU online surveys showed that the dissemination of the guidelines to the relevant officers and focal points in the organizations and in the field offices, where applicable, could be more systematic, in order to increase effective usage.

41. DPI has engaged with the International Public Relations Association, a professional association for senior international public relations executives, which sets and follows developments in the area of professional standards and promotes initiatives aimed at enhancing the role of public relations in management and international affairs.[22] The International Public Relations Association is accredited as a non-governmental organization with DPI and regularly meets as an advisory group to establish and monitor effective performance management systems for communications. This initiative provides opportunities for assessing United Nations policies and practices against professional standards and practices.

C. Access to executive management

Benchmark 3

The public information and communications function has sufficient access to executive management to ensure its proper integration in the strategic decision-making processes of the organization.

42. The role of the public information and communications function in strategic decision-making is partly determined by its proximity and access (with respect to

[22] Memorandum of Understanding between the United Nations and the International Public Relations Association (2008).

reporting lines) to executive management. In a 2013 study on communications practices, 86 per cent of the public information and communications entities had a reporting line to the chief executives. The study found that access to the chief executives was more important than the nature of the reporting (i.e. whether it was direct or indirect supervision).[23]

43. In the United Nations system, the organizational placement and reporting lines of the public information and communications entity are, therefore, important factors to consider when assessing the strategic importance of the public information and communications function. A direct formal reporting line to the executive head exists in the majority of the organizations. In some cases the reporting line is present but is shared, as the public information and communications function is embedded in a broader division that is in charge of all external relations (e.g. in UNDP and UNFPA). In a small number of cases, the public information and communications entity is placed in the division responsible for overall management. IAEA recently created such direct reporting lines, which helped to clarify the role and functions of the Office of Public Information and Communications, according to officials. At the International Labour Organization (ILO) and UNIDO, the public information and communications function has lost its direct link, as a consequence of recent restructuring.

44. The participation of public information and communications officials in the executive management/senior management committees acknowledges the strategic importance of the function. Officials commented that such participation would reinforce the status of the function, and give them the ability to promote internal coherence in line with the communications framework/strategy. As stated previously, endorsement of the framework/strategy by the executive management is also likely to secure engagement and shape behaviour at the highest level, thereby increasing in-house support and implementation of its main principles. The review found several examples of such participation. For instance, at the United Nations, the Under-Secretary-General for DPI is a member of the Secretary-General's Policy Committee and of the Secretary-General's Management Committee; and at FAO, the Director of the Office for Corporate Communications is a member both of the Senior Management Team and of the Corporate Programmes Monitoring Board (other examples are recorded in annex III).

45. In the same vein, the existence of regular discussions on communications at the meetings of the executive management/senior management committees would create further opportunities for coordination and oversight in this area. As such, the public information and communications function would be more closely associated with the decision-making processes and contribute to developing a public information and communications culture within the organization. At UNICEF, each Global Management Team meeting (which brings together executive managers from headquarters and regional directors) includes such an agenda item.

46. In addition, some organizations have a dedicated high-level committee to foster strategic coordination and to provide a governance framework setting global priorities by identifying high-profile themes, objectives, opportunities and events as well as relevant activities and outputs. Most of the time these committees have advisory functions in respect of the executive head. IAEA and UNFPA have such

[23] USC Annenberg School for Communication and Journalism, GAP VIII.

structures in place (the Communications Coordination Committee at IAEA and the Strategic Communications Group at UNFPA). These are examples of good practice, since these committees bring together both specialized public information and communications staff and representatives of various substantive and technical areas. Another good practice would be to further broaden the participation of officers and programme managers from the field who deal with public information and communications.

47. **To ensure better integration of the public information and communications function in the strategic decision-making processes, it is important that a direct and effective link be provided with senior management, for example through appropriate reporting lines and close collaboration with senior management committees or through the creation of a corporate strategic communications group.**

D. Coherent planning and messaging

Benchmark 4

Public information and communications activities and products are delivered by all parts of the organization through concerted planning and are based on harmonized and coherent messaging.

48. In the light of the significant expansion of the public information and communications activities carried out by United Nations system organizations which is a result of the growing complexity of their mandates and activities, the number of internal actors involved in public information and communications has increased far beyond the main corporate entity. This expansion is not limited to the executive heads, who are a natural point of attention for the media and are sometimes supported by a strong dedicated communications team, as in the case of the Secretary-General of the United Nations.[24] Coordination between the communications team in the executive head's office and the corporate office for public information and communications, if they are separated, is crucial in order for the organization concerned to voice a common and coherent message. Beyond that, substantive or technical departments or specific mandate holders may wish to give publicity to their respective achievements by showcasing them to donors and specialized audiences. In the field, regional and country offices carry out public information and communications activities targeting local audiences.

49. This may raise concerns about the coherence of messages and the planning of delivery. **Given that a centralized approach would have its constraints, the corporate entity for public information and communications has a multifaceted role to play in ensuring coherence of messaging and in providing advice and support to the other in-house entities that conduct public information and communications activities.** This role has not yet been fully adopted by the corporate

[24] In the United Nations system organizations, there is often significant communications activity at the level of the offices of the executive heads (sometimes with specific arrangements, such as a spokesperson's office or a dedicated communications team) that tend more to take on the role of profiling the executive management in the media rather than of managing the overall communications of the organization.

entities for public information and communications, either because it is not clearly defined in their terms of reference or due to restricted capacity. The responsibilities assigned range from a very centralized model in which the entity is accountable for message clearance and for quality control of public information and communications products, to a decentralized model in which departments have much more autonomy.

50. Public information and communications officers active in substantive or technical departments or at field locations rarely have a reporting line to the main corporate entity responsible for communications. Precisely to enhance coherence and consistency, FAO has recently instituted a double reporting line for all personnel working on public information and communications in all parts of the organization. The managerial/administrative reporting line has been supplemented by a functional/technical reporting line to the Office for Corporate Communications. The United Nations Development Programme (UNDP) is considering a similar approach. In the Inspector's view, this is a positive development that could contribute to enhancing overall coherence.

51. There are different approaches to internal coordination that very much depend on the size, nature and operational requirements of each organization. There are daily, weekly or monthly meetings between the corporate entity for public information and communications and the staff responsible for or involved in public information and communications at the headquarters or in field offices. These meetings cover information-sharing with regard to messaging and the planning of activities, but they rarely address strategic positioning. In addition, some organizations, such as ILO and the World Food Programme (WFP), have collaborative platforms that centralize the calendar, the message bank, the main standard operating procedures, training material, dashboards, templates and so on. In addition, in 2011, the Office of Internal Oversight Services (OIOS) highlighted the prevalence of informal coordination based on personal relationships between public information and communications professionals, both within the United Nations Secretariat and within other entities of the United Nations system. This finding is confirmed by the present review, particularly in respect of small headquarters-based organizations.

E. Multilingualism

Benchmark 5

The organization develops multilingual public information and communications activities and products to reach out to local audiences and to maximize the uptake of its messages.

52. Multilingualism is a cross-cutting issue regarding public information and communications activities and products. The challenges in the area of public information and communications arise differently than in the area of parliamentary documentation (where documents are published in the official languages due to statutory principles). That said, the appointment of the Under-Secretary-General for Communications and Public Information as Coordinator for Multilingualism from May 2008 to December 2014 clearly showed a close relationship between the two concepts.

53. In public information and communications, the organizations use many languages beside the official ones to communicate with diverse audiences (the general public, stakeholders and beneficiaries) all over the world. One element in the effectiveness and success of public information and communications activities is the capacity of the organizations to deliver messages in multiple languages. Multilingualism is a key parameter for understanding how the United Nations system and its actions are perceived locally, particularly in the context of peacekeeping and peacebuilding operations.

54. In organizations such as the United Nations, Member States have long been advocating for increased multilingualism for public information and communications activities. The recurrent General Assembly resolutions on multilingualism and on information are now reinforcing each other in stressing the role of DPI in this matter.[25] However, like in the case of the official documentation, the human and financial resources rarely match the needs, as confirmed by many managers interviewed. The secretariats therefore have to find creative ways to increase the multilingualism of their public information/communications activities and products "within existing resources". The DPI draft strategic framework for 2016 and 2017 includes some provisions for implementation of Member States' request for treating all six official languages on a more equitable basis in public information and communications while also reorienting several other activities.[26]

55. Although organizations are increasingly prioritizing communication with the direct beneficiaries of programmes in their own languages, the situation observed during the preparation of the present review did not necessarily reflect this ideal scenario, mainly because of limited resources and the fact that public information and communications often imposes a rapid pace that is hard to manage within the organizations' current arrangements.

56. In 2011, a JIU comprehensive study resulted in 15 recommendations aimed at strengthening the use of official and working languages in several specific areas.[27] In this context, the secretariats' efforts to comply with these demands despite existing resource limitations, as well as their concrete actions, were noted. Taking into account the diversity of activities and products in the area of public information and communications, the present review provides indications on how multilingualism is implemented in practice, together with some remarks on the main trends observed for selected channels and tools for public information and communications.[28]

57 The responses to the JIU online surveys corroborated the challenges that come into play when producing multilingual public information and communications items, but also pointed to current efforts to reach out to audiences in their languages. The network of United Nations Information Centres plays a twofold key role in this regard by (a) monitoring media around the world in local languages; and (b) translating content into local languages or producing content in local languages. Notwithstanding the potential cost implications, **a good practice identified in several organizations is**

[25] See General Assembly resolutions 67/292 (paras. 11-27) and 69/96 (paras. 21-25).

[26] A/69/6 (programme 24).

[27] See JIU/REP/2011/4: Multilingualism in the United Nations system organizations: status of implementation.

[28] Annex IV presents a brief assessment of how multilingualism is mainstreamed in selected channels and tools.

the growing trend of producing content directly in the language of the audience, instead of translating content that has been produced in another language.

58. It is stated in the Secretary-General's reports to the Committee on Information that when websites offer expanded and enhanced content in languages other than English, it leads to increased consumption of information in these languages (even if English remains the most consulted version).[29] This reasoning could be extended to other types of public information and communications products, as well as to other organizations of the system. Developing multilingualism may thus be a golden opportunity to reach out to new audiences and get a wider spectrum of the public receiving United Nations communications. This would, in turn, ensure broader multicultural support for the United Nations system and its values.

59. As an initial step, **the Inspector recommends that the executive heads of the United Nations system organizations, with the assistance of their respective coordinators for multilingualism and networks of focal points, conduct, on a regular basis, internal assessments of the challenges related to the multilingualism of their main public information and communications activities and products**, notably to identify current discrepancies in availability among the official languages and to determine the situation with regard to non-official languages. The United Nations Secretariat has conducted such a review for its website, on the basis of self-reported assessments completed by the offices.[30] Such an assessment could support the establishment of an action plan to prioritize the appropriate improvement measures or to reorient resources.

60. The interviews with officials showed that, in the context of scarce resources, improving multilingualism in the area of public information and communications would require actions in a variety of domains; for example, support from executive management, deployment of human resources management measures (recruitment), reorientation of activities and products towards more visual messages, and extension of external partnerships to support translation efforts. Alternatively, a funding allocation for translation services would be required.

61. At the same time, the legislative/governing bodies of the United Nations system organizations should continue to encourage and fund the arrangements required for the delivery of activities and products in different languages, with due attention paid to the language needs of local audiences.

F. Resources

Benchmark 6

The organization devotes adequate and sustainable resources to public information and communications, enabling its dedicated corporate entity to coordinate, guide and perform its advisory role at all levels.

[29] See A/AC.198/2013/3 and A/AC.198/2014/3.

[30] See A/69/282: Report of the Secretary-General on multilingualism.

62. Following the establishment of the United Nations Department for Public Information as far back as 1946,[31] the United Nations system organizations gradually set up professional structures responsible for public information and communications at the corporate level (see annex III). All organizations considered in this report have such an entity in place, which is sometimes embedded in a larger one that embraces other dimensions of external relations. Their main role — borrowing from the DPI resolution — is to promote to the greatest possible extent an informed understanding of the work and purposes of the United Nations (e.g. each organization) among the people of the world. Some organizations have created spokesperson functions for the organization or more specifically for their executive head (for example, United Nations, UNHCR, UNODC and UNRWA).

63. Annex III maps the corporate entities for public information and communications, with an indication of their resources for the 2012-2013 and 2014-2015 bienniums. In this area, it is a challenge to make comparisons across agencies, funds and programmes, since the internal arrangements vary considerably; there are no across-the-board standards, definitions, criteria or categories regarding what is included in the public information and communications function. Nevertheless, in these budgets, a high proportion of resources is allocated to the human resources components, with two main consequences: (a) less financial means are available to support activities such as message testing, campaigning, advertising, and opinion polling; and (b) there is a need to constantly adapt the human resources skills in the face of new challenges.

64. Annex III includes figures on the corporate entities for public information and communications only, and does not record detailed figures on financial or human resources allocated for public information and communications by other departments or offices, which usually have separated budget and reporting lines. For example, in the case of the United Nations, the resources devoted to public information and communications by the Department of Peacekeeping Operations and by the Department of Political Affairs were not tabulated in the annex but are significant. The annex does not include operational costs arising from publication programmes, the organization of conferences and events and so on. The present review confirms the fragmentation of resources and related arrangements; therefore, it is a difficult task to assess the exact amount of resources devoted to public information and communications within the respective organizations as they are spread across offices and departments, programmes and projects that fall outside of the corporate function.[32]

[31] See General Assembly resolution 13(I) and Secretary-General's bulletin No. 32 (SGB/32 of 21 June 1946).

[32] In the context of its 2011 audit, OIOS faced a similar challenge in producing its mapping of the public information and communications capacity within the Secretariat.

Figure 6: Department of Public Information

The Department of Public Information (DPI) is by far the largest entity in the United Nations system in charge of public information and communications. Secretary-General's bulletin ST/SGB/1999/10 sets out its functions and organization, although it no longer fully reflects the internal arrangements, as a consequence of institutional changes in the Department.

DPI currently consists of three main divisions, each focusing on one dimension of information and communications. The Strategic Communications Division develops and implements strategies for communicating United Nations messages on priority issues, manages the network of field offices and acts as the secretariat of the United Nations Communications Group and its task forces. The News and Media Division is responsible for strengthening support for the United Nations by enhancing the quality, format and timeliness of information products, and for increasing the geographic range and frequency of use of its products by the media and other users. The Outreach Division is tasked with enhancing understanding of the role, work and concerns of the United Nations among the general public and with encouraging the exchanging of ideas, information and knowledge in support of the goals of the Organization.

The Office of the Spokesman for the Secretary-General completes the structure of the Department and "is headed by a Director who is accountable to the Under-Secretary-General and, directly, to the Secretary-General".

ST/SGB/1999/10 contains several provisions suggesting a system-wide role for the Department. This is concretized by the daily briefing of the media by the Office of the Spokesperson for the Secretary-General, which leaves considerable room for other entities in the system. DPI also has coordination tasks regarding UNCG, for which it acts as its secretariat.

65. In 2012-2013, the resources allocated to the corporate entity for public information and communications ranged from 0.1 to 5.6 per cent of the total expenditures of the organizations. While there is no formally agreed upon standard ratio of resources to determine the minimum capacity necessary to ensure an effective public information and communications capacity in international organizations, this percentage gives an indication of the investment made and shows notable differences between the organizations.[33]

66. In a general context of budgetary constraints, the public information and communications area is often seen as a non-essential function and can quickly face budget cuts. However, officials pointed out that budget restrictions are usually applied as part of a wide-ranging effort rather than being targeted at a specific area. In fact, the situation varies: several organizations have indeed reduced the budget of their entity for public information and communications (e.g. OCHA, UNAIDS and WFP) while some others have, on the contrary, allocated more resources (e.g. IMO, UNFPA, WHO and WIPO), sometimes as a result of a transfer of responsibilities.

[33] To put it into perspective, in the private sector, a 2013 survey found that communications represented an average of 0.06 per cent of the gross revenue of companies.

67. In their responses to the JIU survey, UNCG members considered the internal capacity to support the public information and communications function in their particular organization as good (40 per cent) or satisfactory (20 per cent). These results were contradicted by comments made to the Inspector by officials who stated that the scarcity of resources had an impact on their ability to fulfil their corporate role (advising or supporting in-house activities, planning events and campaigns, promoting multilingualism, publishing press releases on official meetings, conducting opinion polls and message testing, and so on).

68. Organizations working on programmes or projects supported by extrabudgetary funding face another challenge. The corporate entity for public information and communications is often not sufficiently equipped to provide the significant support for information and outreach activities that is anticipated by programme managers, such as a solid advisory function on activities and products or the development and content management of the website. The resources available at corporate level rarely follow the expansion of the portfolio of programmes and projects. This has led to various initiatives: several organizations (UNESCO and UNIDO) were considering including a mandatory budget line in programme/project design to support communications in a more coordinated manner.

69. The resources of the corporate entities for public information and communications are mainly used for staffing positions. However, not all of the staff recorded in annex III perform public information and communications tasks; some of them are support staff. Public information and communications staff are valued for technical skills such as writing, editing or filming, which should complement political, substantive or technical expertise to ensure the preparation of well-designed and targeted products that use language that is distinct from institutional or technical jargon. **The Inspector believes that further enlarging the pool of expertise available in these offices would be beneficial, in order to meet new challenges. In this context, it is important to recruit candidates with appropriate updated skills to produce innovative content and propose new ways of reaching out to audiences (e.g. advertisers, graphic designers, multimedia producers, Internet campaigners, scriptwriters, writers) and not only former journalists or United Nations experts.** This would attract resourceful, multitalented professionals. The review also found that the organizations rely heavily on interns for tasks such as media monitoring, translation, social media posts, Internet articles etc.

Public information and communications capacity in the field

70. Public information and communications expertise varies in the organizations' field offices, depending on their mandate and operational requirements, but most importantly on the resources deployed. When organizations have invested in communications in recent years, it has been mostly to reinforce the capacity in the field to communicate as closely as possible with local stakeholders and to use stories from the field to promote global awareness and greater understanding of the organization's work.

71. The 2011 OIOS audit report pointed out that the majority of public information posts were located in peacekeeping and in special political missions.[34] Elsewhere, some organizations have posted full-time professional officers responsible for public

[34] See A/66/180.

information and communications to regional or country offices, and others have part-time professional communicators, but in many cases, public information and communications responsibilities have been assigned to focal points, either to a substantive officer or a member of the support staff, as part of their other duties. However, such arrangements have presented some limitations, as the headquarters entity for public information and communications rarely has a precise understanding of the amount of time devoted to these tasks by the focal points.

72. Unsurprisingly, offices with dedicated professional public information and communications staff usually perform better in terms of information dissemination. Some officials advocated having at least one professional member of staff at the regional level with clear responsibility for enhancing the overall effectiveness of public information and communications activities. For example, FAO recently completed its regional communications network by posting regional communications officers to its five regional offices. UNDP has reinforced its capacity too, by deploying more communications officers to the field.

G. Internal and external communications

Benchmark 7

The organization integrates internal and external communications into a holistic approach, recognizing the role of non-communication staff in public information and communications.

73. Non-communications staff have a dual role for an organization's communications: they are both an important target audience and a key relay to external audiences. The importance of giving priority to staff as a target audience for communications (internal communications) is supported by research demonstrating that an informed and engaged workforce produces better results which ultimately benefit the entire organization.[35] **In this sense, internal communication is a key parameter to foster an external public information and communications culture.** Staff at all levels need to have a good understanding of the main issues at stake and of the messages given out by their organization in order for them to be effective communicators. As stated by the Executive Director of UNFPA, "each and every staff member has a role to play as a communicator if we are to succeed in transforming UNFPA into an effective and communicating organization".[36] In the same spirit, UNCTAD's communications strategy calls upon all UNCTAD staff to play an active role in communicating and promoting the work of the organization.

74. During the interviews, public information and communications officials of several organizations expressed concern about the lack of in-house support for external communications and described a weak internal culture for public information and communications. According to them, substantive and technical programme officers are not always sufficiently communication-oriented and do not see the benefits for the entire organization from external communications with the

[35] James E. Grunig, "Symmetrical systems of internal communication." *Excellence in Public Relations and Communication Management* (1992), pp. 531-576.

[36] Quoted from the UNFPA global communication strategy entitled Speaking with One Voice and Improving Fund-wide Communication (2012).

general public. They tend to favour institutional channels for reaching specialized audiences and communities of practice. The lack of interest and the limited public information and communications expertise of staff were also mentioned as an obstacle, especially in small offices and at the country level.

75. Some organizations have recently invigorated their internal communications as a part of their efforts to improve external communications (FAO, UN-Women and WHO, among others). Indeed, research shows that, increasingly, private and public organizations have dedicated programmes for communication with staff. According to most recent studies, these are integrated into the broader communications strategies and are mostly housed within the larger public information and communications function (in 70 per cent of the cases; alternative locations are in human resources or marketing units).[37] **The consolidation of the internal and external communication functions is a positive development that can enhance the overall coherence of messaging and achieve synergies and may generate cost savings.**

H. Training

Benchmark 8

The organization offers regular public information and communications training, in order to refine the competencies of public information and communications officers as well as of other staff communicating on behalf of the organization.

76. Since communications and media professions are evolving at a rapid pace, training and workshops, not only for public information and communications officers but also for other staff (at all levels) communicating on behalf of the organizations are key factors to further diversify communications skills. Training was flagged as highly problematic by UNIC staff in the JIU survey: only 22 per cent of the respondents assessed the available training for keeping staff skills updated as satisfactory.

77. The present review found an uneven situation regarding public information and communications training. Several organizations are currently considering the institutionalization of large-scale mandatory trainings on public information and communications and a few have designed specific sessions, which were found to be a good practice. These include the development of e-learning modules on media relations, the consolidation of spokesperson training, presentation skills, social media training, and video and photography training courses, as well as modules targeting, for example, officials involved in launching major flagship reports. Often a public information/communications component is added in the induction course for the directors of field offices. Taking advantage of new technologies, some mobile applications provide staff with information to address key questions based on facts and figures. Informal training arrangements occur when the professional staff from the main communications offices provide media training for (senior) staff based at or visiting the headquarters.

78. The United Nations System Staff College offers courses to equip public information and communications officers and focal points with the skills needed to

[37] Lyn Smith, *Effective Internal Communications* (Kogan Page Publishers, 2008).

work effectively within the United Nations context. The Inspector believes that these courses deserve increased attention, notably the five-day workshop entitled "The Art of Communication", the online-tutored "Fundamentals of United Nations Public Communications", the e-course entitled "Social Media for United Nations Programme and Coordination Specialists", and the online programme entitled "Developing Talking Points and Speechwriting". DPI, in cooperation with the Department of Peacekeeping Operations and the Department of Political Affairs, organizes the biennial United Nations Peace Operations Senior Public Information Officers' Training Workshop as a networking forum to address common challenges and opportunities that public information teams face on missions.

79. **Training is an area where opportunities exist for inter-agency cooperation through networks of public information and communications professionals.** An interesting proposal made by several officials interviewed was to have a rotation programme for public information and communications officers within and among agencies to share know-how and generate understanding of strengths and constraints. The ILO practice of temporarily switching headquarters-based public information and communications officers with regional public information and communications officers has yielded positive results in terms of understanding the procedures, opportunities and constraints.

I. Monitoring and oversight

Benchmark 9

Public information and communications activities and products are monitored and evaluated on a regular basis to assess their impact on intended audiences. Good practices and lessons learned are identified and help management to shape future public information and communications initiatives of the organization.

80. Within the organization's main oversight office there is little focus on the public information and communications function or activities; only a limited number of examples of oversight reports produced in recent years were found during the preparation of the present review. The United Nations Secretariat has been the most active, with DPI carrying out a comprehensive three-year evaluation project in collaboration with OIOS that focused on its major products and services to ensure that a culture of evaluation permeated the full range of its work.[38] In addition, in 2011, OIOS produced a comprehensive analysis of the organizational framework of the public information function of the Secretariat.[39]

81. The reports focused on the overall communications framework (with regard to ECE, the United Nations, UNCTAD and UNESCO), on the organizations' websites (United Nations and UNFPA) and on the area of publications (ILO and UNESCO). WFP stated that communications was one of the standard elements checked when auditing field offices or headquarters departments and divisions. The Inspector also

[38] Report of the Secretary-General: Assessing the effectiveness of United Nations public information products and activities: the results of a three-year evaluation project (A/AC.198/2006/4).

[39] Report of the Office of Internal Oversight Services: Review of the organizational framework of the public information function of the Secretariat (A/66/180).

noted with interest the 2014 mid-term in-depth evaluation of UNODC project GLOU42, which is designed to enhance communications and public information and to provide financial support for UNODC's communications activities. **A good practice for the oversight offices within the organizations is to integrate the corporate communications framework/strategy and function in the risk assessment supporting their work plan, and to review this function regularly, based on available resources.**

82. Member States have underlined, through the Committee on Information, the need for an evaluation culture within DPI to assess its activities and products in a more systematic manner with the objective of enhancing their effectiveness.[40] It should be noted that evaluation of public information and communications activities has consistently been named as one of the top concerns of professionals globally.[41] In many organizations, private or public, the actual prevalence of evaluation of public information and communications activities is low: research has estimated that only about 30 to 50 per cent of these activities are evaluated. The figure is found to be even lower in international organizations such as the United Nations agencies.[42] The present review confirms this finding, as only half of the organizations have included monitoring and evaluation elements in their corporate communications framework/strategy.

83. The Inspector acknowledges the challenges in monitoring and measuring the impact of activities in this area that many international organizations are facing. It is difficult to evaluate awareness levels, engagement of stakeholders and behavioural changes, and furthermore to isolate the role of public information and communications in this respect. Significant resources need to be invested in large-scale opinion polling in order to produce meaningful conclusions.

84. As envisaged by the Committee on Information as early as 1982,[43] United Nations entities have conducted several ambitious assessments of the perception of the United Nations system in the past. Even though there are some recent cases of such brand and perception surveys (ILO, WHO and WIPO), the costs of such polling are, unfortunately, prohibitive for the United Nations organizations. As a result, most of the existing studies were launched and managed by external parties (United Nations foundations, international polling companies etc.). Some organizations, such as ECE, have surveyed their member States' permanent missions with regard to their communications work (2012). In addition, United Nations country teams have conducted useful local country-based opinion polling to help in defining a communications strategy suitable for the country (Ethiopia is one example).

85. A prerequisite for monitoring and assessing activities and products in the area of public information and communications is that communications campaigns or specific programmes have a set of related objectives, which are realistic,

[40] See A/AC.198/53 (Committee on Information, 1982) and A/AC.198/60 (Committee on Information, 1983), and General Assembly resolutions 57/300, 67/124 B and 68/86 B.

[41] Ansgar Zerfass and others (2012). *European Communication Monitor 2012. Challenges and Competencies for Strategic Communication. Results of an Empirical Survey in 42 Countries* (Brussels, EACD/EUPRERA).

[42] Glenn O'Neil, "Evaluation of international and non-governmental organizations' communication activities: A 15-year systematic review." *Public Relations Review*, vol. 39, issue 5, pp. 572-574.

[43] See A/AC.198/53.

measurable, clearly stated, and understood by the relevant substantive managers and communications teams. Within substantive departments and in the field, the procedures for monitoring and evaluating activities and products in the area of public information and communications, remain internal and informal (see figure 7).

Figure 7: Monitoring of activities and products in the area of public information and communications in the United Nations system organizations

"In your department/office, what are the main procedures to monitor and evaluate public information and communications activities/products?"	*Percentage*
Media monitoring using internal capacity (staff, interns etc.)	72.7
Social media monitoring using internal capacity (staff, interns etc.)	71.2
Informal feedback received from participants/beneficiaries/stakeholders/partners	70.8
Results indicators included in the work plan of the department/office	63.1
Media monitoring outsourced to external companies/providers	30.8
Surveys of participants/beneficiaries/stakeholders/partners	27.3
Qualitative methods, such as interviews and focus groups	15.5
Social media monitoring outsourced to external companies/providers	13.6
Other	9.1

Source: JIU survey (audience: public information/communications officers).

86. The indicators used for assessing public information and communications activities are predominantly output-based, as confirmed by an analysis of the relevant documentation. These often refer to metrics such as media appearances, website hits, downloads of publications, and number of social media followers. These indicators have limitations, as they do not substitute for measures that capture changes in the public's awareness and attitudes.

87. The present review identifies various reasons to explain the current difficulties in monitoring and evaluation processes, including the access by communications professionals to the data needed, the methodological complexity that is required, the little importance given to communications in programme design, the lack of resources and evaluation know-how, and the absence of an evaluation culture among public information and communications officers or focal points.

88. While large-scale polling is prohibitively expensive for most organizations, more cost-effective methods are increasingly becoming available to measure the impact of activities, such as case studies, contribution analysis, process tracing, tracking studies and reconstructed time-series data. The present review has not highlighted a significant use of these methods, however the Inspector noted the current efforts to revise the indicators to enable a more qualitative assessment. For example, UNICEF has identified 12 key performance indicators related to engagement (followers, volunteers, and so on) that are used at the global, regional and national level and constitute a common corporate assessment method.

External media monitoring

89. Specialized private companies offer online media intelligence services, which are expected to increase the efficiency and effectiveness of media monitoring by

providing real-time media analysis during communications campaigns. These services cover a wide range of online news and media and have a broad geographical and language coverage. They focus on digital rather than printed media (but include online versions of newspapers) and rarely cover audiovisual sources. Items of relevance are selected for customers according to specific profiles.

90. Fifteen United Nations system organizations currently purchase such services from external companies. The costs vary from less than US$ 5,000 to more than US$ 50,000 according to the type of subscription. **There is currently no evidence of large-scale coordination among agencies when purchasing these services, and there is room for improvement in this matter while acknowledging each agency's specificities and needs**. In the case of UNCG Geneva, the agencies discussed options among themselves and compiled information to support individual agencies in their contract negotiations and their definition of requirements.

91. Officials were generally satisfied by the services provided, despite some limitations. During the Climate Summit communications campaign in 2014, DPI arranged for a six-month trial of online monitoring, provided by one of the market leaders, so that it could better assess the benefits and cost-effectiveness of such a subscription. The assessment was positive on the monitoring aspect, however it was more cautious in terms of multilingualism and quality-of-content analysis. DPI considered that human coding and analysis was more reliable in order to generate an understanding of local and regional perceptions of United Nations messages and initiatives.

Internal media monitoring

92. The review process identified internal arrangements of a diverse nature and scope for monitoring and evaluating the results of public information and communications activities, particularly concerning media and Internet activities. There are many examples of monitoring reports of ongoing public information and communications activities (media appearances, Internet traffic, downloads etc.) and of specific outreach events (conferences, thematic campaigns etc.) produced either in a traditional press clipping manner or by using free software for online media. Audiovisual contents are rarely covered.

93. Internal monitoring is performed by the corporate entities for public information and communications and by departments, using quantitative and qualitative methodologies combining online analytics software, web statistics, automated alerts, press reviews and the occasional measuring of event/publication take-up. An extensive amount of time and human resources is devoted to media monitoring in the United Nations system organizations, both at their headquarters and in the field. The United Nations Information Centres play a central role, particularly with regard to monitoring information in local languages, but many departments and offices track their own activities too.

94. As a result of such monitoring, there are numerous daily or weekly reports distributed to senior managers or to the officers in substantive divisions involved in specific events or campaigns, so that they can stay up to date on the latest developments. Another reason for such monitoring is to follow worldwide news and events that may be of interest to United Nations officials for the performance of their duties. A number of mainly donor-based agencies stated that monitoring reports were demand-driven by governments and were intended not only to contribute to the prioritization of projects and programmes but also to provide evidence of activities undertaken with contributions.

Use of monitoring and evaluation to shape future communications

95. The monitoring reports consulted by the Inspector were mainly descriptive, providing statistical figures with insufficient analysis of the reasons for success or failure and not always recording lessons learned. To some extent, applying such a variety of methodologies increases the risk of using inconsistent indicators and metrics. In this regard, the DPI initiative that took place in conjunction with the 2014 Climate Summit, to widely circulate detailed guidance on the expected monitoring of activities in order to ensure consistency (monitoring criteria, reporting time, information to be recorded), was a positive development.

96. Information and data from internal and external monitoring are useful and may be cost-effective, provided that there is sufficient internal capacity to analyse the results of the monitoring data and share it in order to support informed decisions on the adjustment of subsequent activities. A good practice in this regard was found at the United Nations Educational, Scientific and Cultural Organization (UNESCO), which produces a comprehensive monitoring and evaluation report on communication activities (monthly visibility report) that is the subject of the first agenda item at its monthly intersectoral meeting of executive officers.

97. **There is only a nascent approach in the United Nations system organizations to systematically reviewing and analysing the results of media monitoring and impact measurement in order to use them as a management tool for future initiatives.** Public information and communications officers acknowledged that, currently, this was not done sufficiently, mainly due to a lack of time and capacity. The JIU survey found that only 20 per cent of the officers surveyed considered that the monitoring and evaluation systems in place were fully capturing good practices and lessons learned so that subsequent communications practices could be improved. Many of them stressed the limited resources available for achieving this.

Figure 8: DPI Evaluation and Communications Research Unit

The Evaluation and Communications Research Unit within DPI is the main dedicated entity in the system that is mandated to monitor and assess public information and communications activities to then transmit good practices or lessons learned to senior management and programme managers. Due to its limited resources (three staff at the professional level and two General Service staff), the Unit conducts global media analysis focusing on two United Nations public information campaigns each year which are chosen in consultation with the Under-Secretary-General DPI for Communications and Public Information to best align these studies with future priorities.

The Unit is involved in supporting the efforts of United Nations departments and managers on a case-by-case basis, but its current capacity is not sufficient to ensure the Secretariat-wide coverage that would contribute to expanding an evaluation culture.

The Unit joined the United Nations Evaluation Group in 2010 to move from a media analysis approach to a stronger evaluation methodology for assessing activities and programmes in the public information and communications area.

98. The following are examples of actions taken by United Nations organizations that have resulted from monitoring and evaluation of their activities in the area of public information and communications:

- The Office of the United Nations High Commissioner for Refugees (UNHCR) increased the impact of its in-house audiovisual products based on an analysis of viewers' habits by including the most emotional content in the first ten seconds.
- ILO used its dashboard to refocus attention on its media relations in certain regions, based on a gap analysis of its geographical coverage. ILO also uses its monitoring system to assess the cost-effectiveness of paid advertising in specific circumstances.
- Following an in-depth review of its publication programme, UNESCO took a series of decisions to streamline the programme, notably along the lines of audience reach, quality improvement and efficiency gains. For example, it decided to reduce the number of copies of some publications that it produces, given the lack of downloads from the website recorded in its monthly monitoring report.
- The United Nations Environment Programme (UNEP) developed German-language press releases in response to increased demand for environmental news in this language, and reinforced its Spanish-language website after analysing its Internet traffic statistics.
- The United Nations Information Service (Vienna) analysis on the launching of the report of the International Narcotics Control Board included factual information and key messages and provided an analysis of topics covered by regions together with lessons learned for future launchings.
- WIPO reorganized its media web pages following an analysis of web statistics relating to press release downloads and other hits in the press room.

99. **Organizations should further expand the use of monitoring reports beyond their primary internal information role to provide support for the reorientation of actions in the area of public information and communications or to identify priority topics or audiences.** Good practices identified in this regard by the present review include: (a) the work of DPI's Evaluation and Communications Research Unit; (b) the weekly meeting of UNHCR communications officers to analyse media metrics and identify successes and challenges in terms of message uptake, geographical coverage, tone etc.; (c) the monthly reporting practice of UNCG Ethiopia to the United Nations country team against benchmarks set in its local communications strategy; and (d) in the case of Rwanda, the One UN communications strategy includes indicators, targets and baselines that allow for corrective actions to be taken if necessary.

100. The context for public information and communications has changed tremendously. All organizations would benefit from an in-depth review of their activities and products, on a case-by-case basis, in order to reassess their relevance to the attainment of organizations' objectives and to test their adequacy for reaching the intended audiences in a cost-effective manner. In the absence of systematic oversight reviews, the majority of organizations receive limited feedback on the impact of their public information and communications activities on the behaviours,

attitudes and knowledge of targeted audiences. **The inclusion of strong monitoring and evaluation components in corporate frameworks/strategies for public information and communications would instil a culture of evaluation and provide solid ground for reorienting activities and products on the basis of identified impact, good practices and lessons learned.**

J. Strengthening the public information and communications function

101. Overall, the review shows that progress has been made in many organizations in raising the public information and communications function from a technical dissemination role to a more strategic one and in integrating the benchmarks listed in this chapter into the organizations' policies and practices. However, further steps may be necessary to tap the full potential of public information and communications for supporting organizational goals. These steps include (a) incorporating public information and communications into the strategic plans of the organizations and in programme/project design; (b) adopting corporate frameworks/strategies that provide overarching communications principles and outline roles and responsibilities, complemented by up-to-date working-level guidelines; (c) reinforcing access to executive management and participation in decision-making processes; (d) ensuring effective prioritization processes for better coherence and maximizing outreach to audiences; (e) developing multilingual products and services to increase the uptake of messages; (f) devoting adequate and sustainable resources to the function, (g) consolidating internal and external communications, (h) offering adequate training both for public information and communications officers and for all categories of staff communicating for the organization; and (i) establishing a monitoring system that feeds future public information and communications actions.

102. The implementation of the following recommendations is expected to enhance the strategic role and the effectiveness of the public information and communications function in the United Nations system organizations.

Recommendation 1

The legislative/governing bodies of the United Nations system organizations should request the executive heads to embrace the nine benchmarks proposed in the present report, in order to enhance the strategic role of the public information and communications function in contributing to the achievement of organizational goals and priorities, thereby promoting global support for their organization.

Recommendation 2

Starting from the forthcoming programme and budget cycle, the executive heads of the United Nations system organizations should reinforce in a sustainable manner the strategic role of the public information and communications function within their organization, by adhering to the nine benchmarks proposed in the present report, as applicable.

III. System-wide public information and communications

103. Coordination of public information and communications across complex multi-component systems such as the United Nations is recognized as challenging, given the diversity of mandates and priorities and the related programming. As a consequence, public information and communications may become fragmented or even contradictory at times. It is also recognized that organizations that make up part of a system, for example the United Nations system, have their own specific objectives, messages and audiences, but this should not be a barrier to establishing clear mutual agreements on the common denominators for communications across the system.[44] **Studies show that a coherent and coordinated public information and communications approach, even for complex systems, is more effective and efficient and ultimately contributes to a positive collective reputation.**

104. The competition among United Nations system entities has consequences on their communications; some officials acknowledged a tendency to prioritize an individual agency's work over inter-agency collaboration. Organizations may be reluctant to deliver common messages, therefore jeopardizing attempts to enhance the image of the system as a whole. However, when joint work is performed, the mandates and activities of the United Nations system organizations provide opportunities for joint communications and resources maximization and may be a source of cost savings.

105. In this context, **"Communicating as one", as one component of the "Delivering as one" initiative,[45] should be seen as a concerted approach to public information and communications that is based on joint planning and actions that make strategic sense. It is about using United Nations entities' resources to reach a common objective in respect of individual situations and needs.**[46] This is important, since research shows that the public does not differentiate between the different agencies of the system and their mandates. Even the media do not always accurately depict the diversity of the system and may simply refer to the United Nations. Another issue is the confusion in the minds of the public between the work of the political components (e.g. the Security Council and the General Assembly) and the activities of the other organizations working in the development, humanitarian or normative fields.

106. As shown in figure 9, there are a number of mechanisms and entities to promote system-wide coordination in this area: (a) at the global level, the United Nations Communications Group is the informal inter-agency mechanism, and the Communications and Advocacy Working Group is part of the United Nations Development Group (UNDG) "Communicating as one" framework; and (b) at the country level, local UNCGs have emerged gradually over the last decade alongside

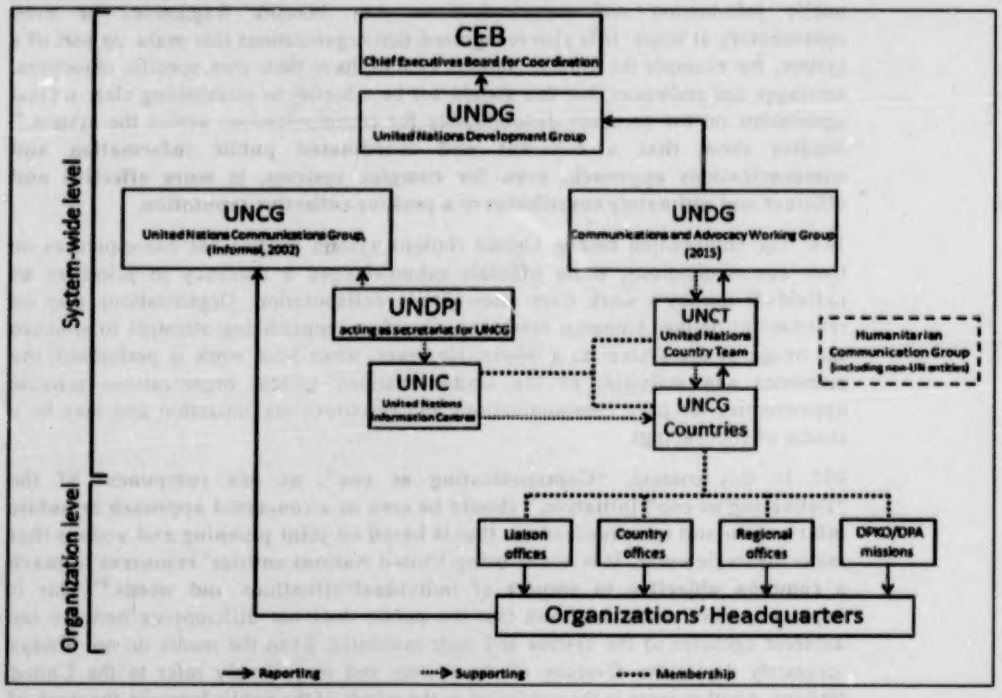
[44] Cees B. M. van Riel, "The management of corporate communication", *Revealing the Corporation: Perspectives on Identity, Image, Reputation, Corporate Branding and Corporate Level Marketing* (2003), pp. 161-170.

[45] "Delivering as one" was a United Nations system-wide initiative of the General Assembly that was launched in 2006 to further strengthen the management and coordination of United Nations operational activities and led to pilot projects in eight countries. For further information, see http://www.un.org/en/ga/deliveringasone.

[46] One example is the DPI campaign entitled "2015: Time for Global Action", which offered the United Nations system partners an umbrella under which communications work can be branded and harmonized.

the network of United Nations Information Centres (UNICs), Services (UNIS) and Offices (UNOs).

Figure 9: Coordination of public information and communications in the United Nations system



Prepared by JIU (2015).

A. United Nations Communications Group

107. UNCG has been serving as an informal and flexible platform among the organizations of the United Nations system since 2002, when it replaced the Joint United Nations Information Committee (JUNIC) which had been in operation from 1974 to 2001.[47] There are no terms of reference for UNCG, but a general description of its purpose and modalities of work appears in A/AC.198/2002/7 (paras. 12-16) and on the UNCG website.[48]

108. UNCG is composed of representatives of the public information and communications entities of the United Nations system organizations and other selected offices and meets annually at principals' level at rotating locations. Its number of members has increased over the years from 39 to 72, mirroring the

[47] Administrative Committee on Coordination, Co-ordination/R.1045 (1973) and R/1059 (1974).

[48] Report of the Secretary-General: Activities of the Joint United Nations Information Committee in 2001 (A/AC.198/2002/7). See also http://unic.un.org/aroundworld/unics/en/partnerships/communicationGroup/index.asp.

expansion of public information and communications activities. The Inspector attended the 2014 session and observed positive dynamics and an extensive exchange of views among participants. The annual meeting is complemented by thematic task forces and weekly meetings at United Nations Headquarters (see figure 10). The DPI Strategic Communications Division acts as the secretariat for UNCG.

Figure 10: UNCG framework components and main functions

	Main functions
UNCG annual meeting	To promote a common sense of purpose within the information community of the United Nations system and to facilitate networking.
UNCG task forces	To develop, and coordinate the implementation of, joint communications strategies on priority issues. As these are flexible mechanisms, the frequency of meetings is adjusted to specific needs and task forces have sunset provisions. **The currently active task forces focus on the following issues**: Millennium Development Goals/post-2015 (since 2006) and climate change (since 2007). **Previous task forces have focused on the following issues**: global health issues (2005-2009), the Arab world (2006-2009), human rights (2007), video (2008), Rio+20 (2010), public opinion polling (2007-2012), and sport for development and peace (2008-2012).
UNCG weekly meetings	To provide a regular forum for consultation and coordination on communications policies and issues on United Nations-related topics in the organizations' agenda or in the media, as well as on joint strategies and programmes. Meetings are held at United Nations Headquarters in New York.
UNCGs (country level)[49]	To foster coordination and cooperation in the countries where the United Nations system is present.

Source: A/AC.198/2002/7 and information consolidated by JIU.

109. Whereas its predecessor, JUNIC, was granted the status of a permanent subsidiary body of the Administrative Committee on Coordination (the latter being the predecessor to the CEB), UNCG has been set up as an informal mechanism. This institutional development had a negative impact on the profile and influence of the public information and communications function in the United Nations system. For example, the Secretary-General's reporting obligations to the Committee on Information on the activities of JUNIC, which were established in 1991, did not apply to UNCG. As a consequence, the practice of making references to UNCG in the reports presented to the Committee on Information petered out after 2004.

[49] UNCGs at country level are also an element of the UNDG "Delivering as one" approach, as codified in the standard operating procedures for countries wishing to adopt the "Delivering as one" approach (see paras. 114-116 below).

110. The original mandate of JUNIC included system-wide policy guidance, coordination and concerted planning. Despite United Nations General Assembly resolutions stressing the role of UNCG in system-wide strategic terms and inviting DPI "to work within the United Nations Communications Group to coordinate the preparation and implementation of communications strategies with the heads of information of the agencies, funds and programmes of the United Nations system",[50] UNCG's main focus is on networking and information-sharing, including the dissemination of information updates and communications products (e.g. in the context of the response to the Ebola outbreak since 2014).

111. Nevertheless, UNCG members expressed a positive opinion on system-wide coordination and considered the UNCG annual meeting effective (60.5 per cent) or very effective (7.9 per cent) as an inter-agency mechanism. A content analysis of the minutes of the annual sessions from 2006 to 2014 confirms the focus on information-sharing and networking and on the exchange of good practices and lessons learned. It found infrequent strategic discussions on common approaches for cross-promotion of the United Nations system.[51] These findings were substantiated by the responses to the JIU survey and also by the fact that currently the specialized task forces are not very active.

Figure 11: Opinions of UNCG members about the benefits of the annual UNCG session

The main benefits of the annual UNCG session at principals' level are:	Percentage
Exchanging information concerning trends in public information and communications areas in other United Nations entities	74.4
Networking with colleagues in charge of public information and communications offices from other United Nations entities	71.8
Sharing good practices and lessons learned in public information and communications areas	59.0
Discussing strategic directions for public information and communications in the United Nations system	53.9
Coordinating communications actions around relevant topics on the United Nations system agenda	38.5
Learning about the latest trends in public information and communications outside the United Nations system from external experts	35.9
Deciding on common priorities for the United Nations system's public information and communications	25.6
I do not attend the UNCG annual meetings	18.0
Other	18.0
Analysing the benefits of UNCG at the country level	7.7

Source: JIU survey (audience: UNCG members at principals' level).

112. In terms of the substantive content of the UNCG annual meetings, a consensus emerged among the members to acknowledge the improvements that had taken place in recent sessions. The participation of external speakers is a development that is

[50] See General Assembly resolutions 61/121 B, 62/111 B, 63/100 B and 66/81 B.

[51] By comparison, a brief desk review of the reports on the activities of JUNIC showed a stronger focus on system-wide coordination, both on practical aspects and at a strategic level. The Inspector especially noted subjects such as the facilitation of television reporting in developing countries on United Nations activities, the inter-agency cooperation in audiovisual productions, the development of web communications for the system, and the discussions on common strategies for eradicating poverty, HIV/AIDS and so on. See A/AC.198/2002/7.

much appreciated by participants. The present review collected, from officials and survey respondents, qualitative suggestions for improving UNCG's ways of operating, which in the view of the Inspector should be examined actively (see figure 12).

Figure 12: Suggestions voiced for enhancement of the annual session of UNCG

- Find ways to ensure a year-long dynamic in between sessions among communicators that are facing the same types of challenges or are communicating on the same themes;
- Rejuvenate the task forces to create a (virtual) network for permanent thinking on cross-cutting issues, rather than working on the preparation of a series of thematic events;
- Enhance the UNCG web site and develop its extranet (with updated information, thematic approaches etc.) to support knowledge-sharing among communicators across the system;
- Diversify the participation in the annual session by holding it at different times in the year;
- Create subgroups for the offices away from Headquarters and the regional commissions that may have some specific issues in common;
- Enlarge the attendance at the weekly meetings of communicators not located at Headquarters (video or audio conference-in connections) and continue the dissemination of supporting documents;
- Include field-related issues as a regular item during the annual sessions (with remote participation, written comments etc.) and share the meeting results with UNCGs' country chairs;
- Have a formal follow-up mechanism of decisions taken at previous meetings;
- Have side events, by category: regional commissions, UNIS and visitors' services, operational and humanitarian etc., enabling participants to address specific issues;
- Use UNCG to support the regular exchange of staff between information and communications offices;
- Have a dedicated budget for UNCG.

B. UNDG Communications and Advocacy Working Group

113. "Communicating as one" was originally not a formal part of the "Delivering as one" initiative, but in practice, pilot countries developed early strategies for One United Nations communications (see annex V). Indeed, the importance of communicating together was emphasized by the 2012 independent evaluation of

"Delivering as one" directed by the Evaluation Management Group.[52] Once again, diversity in the corporate culture and practices is a challenging factor when seeking to "communicate as one" without specific arrangements, even when the United Nations country team operates in a single "one fund, one budget, one structure" set-up.

114. In 2014 "Communicating as one" was adopted and endorsed by UNDG as a pillar of "Delivering as one", and is increasingly seen as a critical element. The UNDG secretariat had invested in this area through the work of an inter-agency task force of 11 agencies, which received inputs from the field level through resident coordinators. These efforts culminated in the issuance of the comprehensive Guide to Communicating as One as part of the Standard Operating Procedures for Countries Adopting the "Delivering as One" Approach.[53] It is now a core element for countries adopting the Delivering as One approach to establish a country-level communications group and a joint communications strategy.

115. As a positive development, UNDG approved the establishment of the Communications and Advocacy Working Group as of January 2015 for joint communications, outreach and advocacy to drive operational effectiveness in the context of the UNDG Strategic Priorities for 2013-2016.[54] The Development Operations Coordination Office (DOCO) is serving as the secretariat for the Communications and Advocacy Working Group. In January 2015, the Group was composed of representatives from 18 UNDG members' agencies and programmes at the senior professional level.[55] It is tasked with ensuring that United Nations country teams "have the right tools and guidance to leverage joint communications [...] with multiple stakeholders and in the public domain, around the core mandates of the United Nations system and the post-2015 agenda."[56] **The Inspector stresses the need to invite representatives from the Department of Political Affairs, the Department of Peacekeeping Operations and OCHA to join the Communications and Advocacy Working Group, in view of the significant activities at the country level that are run by these entities. The Inspector also noted the creation of a "policy specialist and knowledge management and communications policy specialist" position within DOCO as of February 2015 to assist and support the "Communicating as one" pillar, notably by sharing good practices and case studies.**

[52] Note by the Secretary-General: Independent evaluation of lessons learned from "Delivering as one" (A/66/859). The full report is available at http://www.un.org/en/ga/deliveringasone/pdf/mainreport.pdf.

[53] See https://undg.org/wp-content/uploads/2014/06/Guide-to-Communicating-as-One-edited.pdf and https://undg.org/wp-content/uploads/2014/06/SOPs-for-Countries-Adopting-the-Delivering-as-one-Approach-August-20141.pdf.

[54] In 2008, UNCG had established the Working Group on Communications at the Country Level, with a similar objective, namely to offer robust systemic support and guidance to foster coherence and effectiveness in country operations.

[55] The members included DPI's Information Centres Service (which is overseeing the UNIC network), and the Office of the Special Adviser on Africa, CEB, WFP, UNAIDS, the United Nations International Strategy for Disaster Reduction, UNESCO, UNCTAD, UNDP, the Millennium Campaign, WHO, UNEP, UNICEF, OHCHR, UNFPA, UN-Women, UNIDO and the regional commissions.

[56] Terms of reference of the UNDG Communications and Advocacy Working Group, December 2014.

C. Towards improved system-wide coordination

116. At a system level, the United Nations family of organizations lacks a mechanism for deciding on common public information and communications priorities in a strategic manner that would give impetus for the building of cross-cutting campaigns on topics of common interest. The CEB as such does not regularly address public information and communications issues of system-wide concern and does not provide strong coordination for system-wide public information and communications efforts. Therefore, UNCG at principals' level and the Communications and Advocacy Working Group are currently the main mechanisms for approaching public information and communications in a system-wide manner.

117. Acknowledging that UNCG was not formally placed under the CEB in 2002, and as such lost the status that its predecessor JUNIC had had, the Inspector refrained from recommending the reinstatement of such an institutional arrangement. The review confirmed the benefits of UNCG as an inter-agency coordination mechanism, particularly for networking and information-sharing. **The Inspector believes, however, that the current UNCG arrangements could be improved upon to strengthen UNCG's strategic role in the United Nations system. As an informal mechanism, it has limitations in this regard.** The drafting of terms of reference for UNCG, preferably in the context of the annual principals' meeting, to engage the United Nations system organizations widely would clarify UNCG's role and mission. The updated and modernized terms of reference should then be widely disseminated to reach out to relevant stakeholders in the United Nations system so as to increase their awareness. Presentation of the terms of reference to the Committee on Information could be an opportunity to promote the role and mission of UNCG, as well as to bring it closer to the executive management level of the system.

118. The Inspector welcomes the institutionalization of the UNDG Communications and Advocacy Working Group within the CEB structure and looks forward to the positive impact of such a permanent mechanism on the reinforcement of communications capacity at the field level. However, the main responsibility of UNDG remains coordination of United Nations development operations at the country level and the addressing of policy guidance issues related to the country-level operations. UNDG is, therefore, not in a position to assume a more general overarching strategic role as a stand-alone body.

119. **Hence, it is important to ensure close coordination and cooperation between UNCG and the Communications and Advocacy Working Group to benefit from their respective strengths and create added value. This can be achieved by developing strong complementarities and synergies between the two groups in order to further strengthen the public information and communications capacity in the United Nations system.**

120. The implementation of the following recommendation is expected to enhance the coordination and cooperation among the United Nations system organizations in the area of public information and communications.

Recommendation 3

The executive heads of the United Nations system organizations should encourage, as applicable, their representatives in UNCG at principals' level, and in the UNDG Communications and Advocacy Working Group, to coordinate their work closely and to develop strong complementarities and synergies between the two groups in order to further strengthen the public information and communications capacity in the United Nations system.[57]

D. United Nations Information Centres[58]

121. The idea of a network of branch offices located in the field "to ensure that people in all parts of the world receive as full information as possible about the United Nations" was enshrined in the General Assembly resolution creating DPI. Following several rationalization exercises, the network of the United Nations Information Centres (UNICs) is now composed of four types of offices: one United Nations Regional Information Centre (in Brussels, established in 2004, covering 22 European countries), two United Nations Information Services at offices in Europe (in Geneva and Vienna), 52 United Nations Information Centres, and eight United Nations Offices (UNOs, administered by UNDP). Currently, 51 countries or territories are not covered by the network. In these cases, public information and communications activities fall under UNCG or directly under the auspices of the United Nations country teams and/or the Office of the Resident Coordinator, depending on the local arrangements.

122. The UNICs network has attracted a lot of attention from Member States over the years.[59] The bulletin of the Secretary-General organizing DPI stated the core functions of a United Nations Information Centre as follows: (a) promoting public understanding and support for the United Nations by disseminating information to and by organizing activities and events in cooperation with local media, non-governmental organizations, educational institutions and other local partners; and (b) providing Headquarters with feedback on national and regional media coverage of United Nations activities and developments.[60] Whether or not the network is equipped to perform its ambitious and diverse mandate has been debated often and remains a sensitive issue. The present review briefly touches on some aspects of the management of UNICs and focuses on their role as an important contributor in the overall system-wide dynamics for public information and communications in the field.[61]

[57] This recommendation is addressed for information only to the organizations that are not currently part of the Communications and Advocacy Working Group: UN-Habitat, UNHCR, UNODC, UNOPS, UNRWA, ITC, FAO, IAEA, ICAO, ILO, IMO, ITU, UNWTO, UPU, WIPO and WMO.

[58] JIU has reviewed UNICs previously; see footnote 6.

[59] Over the years, the General Assembly has adopted resolutions that have provided policy directives and guidelines strengthening UNICs and highlighting their unique function. See resolutions 1086(XI), 50/31 and 62/111A-B.

[60] See ST/SGB/1999/10, para. 6.3.

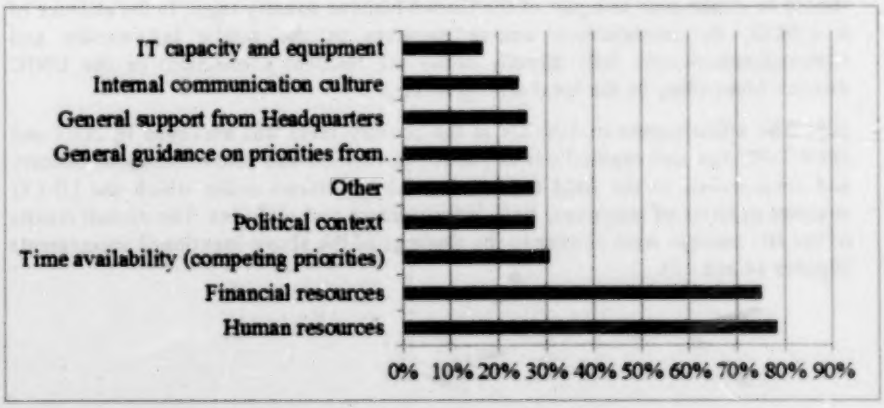
[61] In this regard, the Inspector regrets that only 22 UNIC directors provided responses, the majority being from DPI, as only 6 out of the 26 directors heading a UNIC in their capacity as resident coordinator participated in the survey. Fifty UNIC staff members around the world contributed.

123. UNICs are headed either by a DPI staff member at director or professional level or by a UNDP resident coordinator. **In September 2014, the DPI Information Centres Service (which manages the network within DPI) prepared draft terms of reference for resident coordinators serving as heads of a DPI field office (UNIC) to clarify various aspects of their role and the relationship with DPI. This development is commendable, especially because it stresses the importance of system-wide communications priorities at the country level. In the view of the Inspector, these draft terms of reference should be finalized as soon as possible.**

124. The support provided by DPI was rated as effective (55.2 per cent) or very effective (10.7 per cent) by the UNIC directors and staff members who participated in the JIU survey. However, there was a certain feeling of isolation expressed by several UNICs in the network; comments were made about vertical and unilateral relations with Headquarters. Recurring concerns appeared to be related to the timeliness of dissemination of materials and the confirmation of themes for campaigns, which hindered effective planning and consequently affected the work with potential partners.

125. While in theory UNICs in have similar public information and communications functions and objectives, their individual capacity differs considerably in terms of human and financial resources and with regard to their administrative capacity and operational budget. The DPI Information Centres Service allocates resources to the UNICs on a case-by-case basis in accordance with a complex internal methodology.[62] Annex V shows the extreme diversity of the local situations and the overall scarcity of resources: some UNICs operate on extremely limited resources. The level of resources was indeed flagged by the survey respondents as their main working-level challenge (see figure 13).

Figure 13: Opinions of directors and staff members of UNICs regarding the challenges faced in fulfilling their mandates



Source: JIU survey (audience: directors and staff members of UNICs).

[62] When allocating annual funds to UNICs, DPI indicated that it would consider the following elements on a case-by-case basis: (a) past expenditures; (b) fixed expenditures, such as rent, maintenance, utilities, common charges, security, temporary assistance, Government contribution, UNDP cost-recovery charges; (c) emerging needs, such as replacement of a car, a generator, a photocopier, security installations, refurbishment, relocations and so on.

126. UNICs are seen in many countries as the best-equipped United Nations entity for public information and communications (and it is probably true in the majority of cases since this function is often weak in the other agencies), but the paradox is that the resources of the UNICs often remain rather limited and prevent them from playing a more active role in respect of other United Nations entities as a system-wide catalyser for joint actions. UNICs essentially provide advice and guidance, and occasionally expand their support to training, managing media contacts, and media monitoring and analysis. DPI emphasized that UNICs frequently provide ad hoc assistance that agencies, funds and programmes would otherwise outsource, and described initiatives to share basic services, premises, outreach efforts and transportation with the members of the country teams.

127. The review found that when a UNIC is present in a country, a local UNCG has been established in the vast majority of cases. In practice, UNICs, and even more UNISs, often assume the leading role on public information and communications issues by convening and coordinating local activities. A DPI survey from 2014 showed, in the vast majority of cases, the strong institutional involvement of UNIC, as either chairing the UNCG or acting as the de facto leading participant. The review also confirmed that the participation of the UNIC director in United Nations country team meetings is a well-established practice (86 per cent of cases in the JIU survey).

E. United Nations Communications Groups at the country level

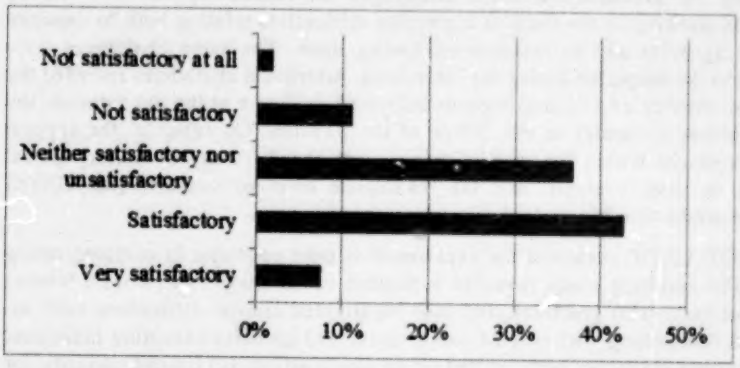
128. In 2006, UNCG adopted a Basic Operating Model for UNCGs operating at the country level.[63] The rationale was to bring together communications specialists present in each country (including those related to peacekeeping and peacebuilding missions and humanitarian emergencies) to strengthen inter-agency cooperation and create better conditions for public information and communications in the national or regional media and with local authorities. The operating model states that UNCG should be established as a part of the United Nations country team. In the absence of a UNCG, the coordination among agencies in the public information and communications area falls directly under the resident coordinator or the UNIC director (depending on the local arrangements).

129. The effectiveness of UNCGs at the country level was surveyed in 2007 and 2009.[64] JIU has also reached out to public information and communications officers and focal points in the field to examine the conditions under which the UNCG operates in terms of resources, staff, infrastructure and activities. The overall results of the JIU surveys were similar to the findings of the above-mentioned assessments (figures 14 and 15).

[63] UNCG at the country level: Basic Operating Model (adopted by UNCG on 2 March 2006).

[64] Survey of resident coordinators (2007) and survey on the role of UNIC in UNCGs by DPI and DOCO (2009).

Figure 14: Opinions of public information and communications officers and focal points on the functioning of the UNCG at the country level



Source: JIU survey (audience: public information/communications officers).

Figure 15: Main activities conducted by UNCGs at the country level

The UNCG (at the country level) enables its members to ...	Percentage
Exchange information on agencies' activities and planned events	83.2
Prepare and conduct joint public information and communications activities	64.2
Coordinate agencies' priorities and planned events with other United Nations system organizations/agencies	55.5
Take steps to increase the media profile of the United Nations at the national and/or regional level	51.5
Have strategic discussions about communications with a multi-agency or system-wide perspective	42.8
Pool/share human resources for conducting joint public information and communications activities	30.6
Pool/share financial resources for conducting public information and communications activities	26.6
Other	12.7

Source: JIU survey (audience: public information/communications officers).

130. Local circumstances influence the concrete results reached by the UNCG in conducting joint activities, even if there are some common patterns. A number of countries have well-established UNCGs and a few of them have managed to pool their human and financial resources together, setting up robust mechanisms for coordination, agreeing on common messaging and branding, and sharing good practices. Joint communications strategies have been developed, taking into consideration the country context, the needs, the capacities and special situations (conflict, post-conflict, transition).

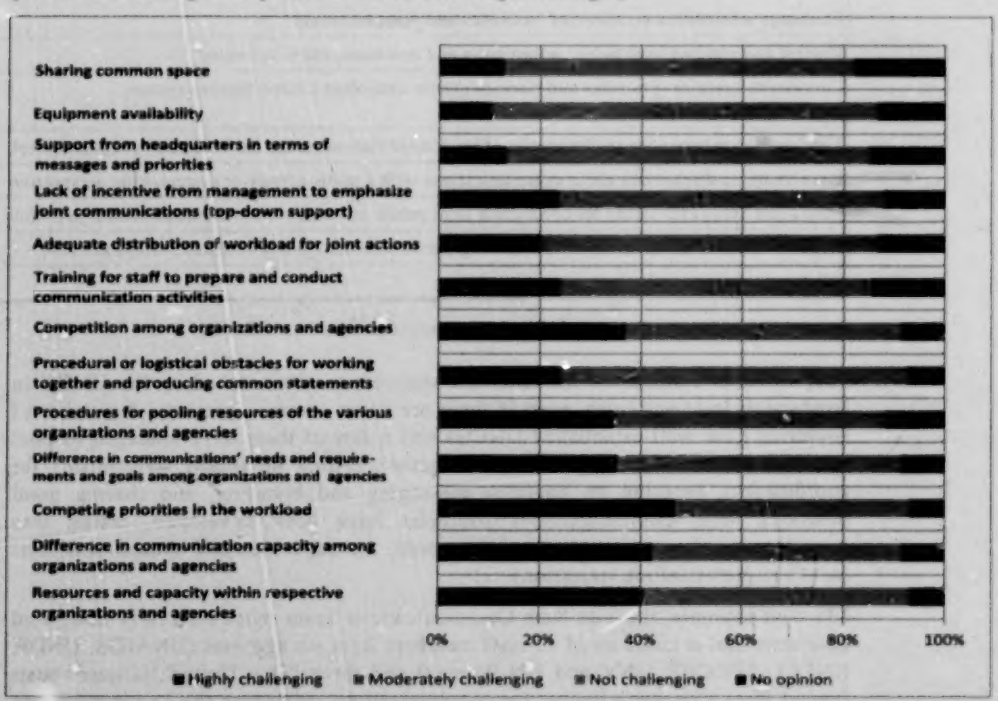
131. For example, the Viet Nam Communications Team relies on a fully integrated core team that is made up of 15 staff members from six agencies (UNAIDS, UNDP, UNFPA, UNICEF, UNV and UN-Women) and three "One United Nations" posts funded from a common budget for communications (including the communications manager heading the team). The core team works together with public information and communications focal points from other agencies (FAO, ILO, IOM, UNESCO, UNODC and WHO).

Challenges and successes at the country level

132. Figure 16 presents the main challenges as ranked by the JIU survey respondents working in the field. It highlights difficulties relating both to capacity within the agencies and to cooperation among them. The same challenges were mentioned to the Inspector during the interviews. Additional challenges included the presence or absence of a United Nations Information Centre at the duty station, the communications dynamics in the Office of the Resident Coordinator, the support from management within the respective agencies, the difficulty of linking global campaigns to local contexts, and the inadequate level of support from UNDG beyond the production of standard operating procedures.

133. In 2007, UNDG reviewed the experience of pilot countries in communicating together. The resulting study revealed a number of common experiences, lessons learned and successful practices, and also highlighted similar difficulties such as: (a) UNCGs functioning with limited commitment; (b) agencies executing individual communications strategies with limited or no coordination; (c) limited capacity for strategic system-wide communications; and (d) internal communications to support reform not being prioritized.[65]

Figure 16: Opinions of public information and communications officers and focal points on challenges for joint communications (percentages)


Sharing common space
Equipment availability
Support from headquarters in terms of messages and priorities
Lack of incentive from management to emphasize joint communications (top-down support)
Adequate distribution of workload for joint actions
Training for staff to prepare and conduct communication activities
Competition among organizations and agencies
Procedural or logistical obstacles for working together and producing common statements
Procedures for pooling resources of the various organizations and agencies
Difference in communications' needs and requirements and goals among organizations and agencies
Competing priorities in the workload
Difference in communication capacity among organizations and agencies
Resources and capacity within respective organizations and agencies
0%
20%
40%
60%
80%
100%
Highly challenging
Moderately challenging
Not challenging
No opinion

Source: JIU survey (audience: public information /communications officers).

[65] See the UNDG report entitled "Communicating as One: Lessons Learned from Delivering as One in 2007".

134. Despite the challenges described above, there are concrete examples of joint activities in many different locations. Typically, they are undertaken through UNCG or are initiated by the United Nations Information Centre. They focus, for instance, on the celebration of international days and years, on Millennium Development Goals campaigns, on local or regional thematic campaigns, on the launching of a common website, or on the issuance of joint newsletters and so on.

135. There was consensus among the interviewees that the main added value of a well-functioning UNCG is to define a common public information and communications approach for the United Nations system in a given country, with due regard paid to local circumstances and individual agencies' activities. As stated by public information and communications officers posted in the field, the benefits of "Communicating as one" might be either qualitative (e.g. better relations with the media) or quantitative (e.g. larger audiences), as illustrated by the following examples:

- The Chair of UNCG-Rwanda stated that "the United Nations communicates as one entity which is clearly identifiable as a brand. It increases the outreach and quality of campaigns by communicating the major results achieved by the United Nations in the country. (...) The whole is more than the sum of the parts in terms of professionalism and output".
- In Ethiopia, the Resident Coordinator praised the crucial role played by UNCG in defining the United Nations system communications niche in a competitive and fragmented context.
- In Viet Nam, the communications manager stressed positive elements such as more effective advocacy, greater harmonization and better use of the media, and clear, targeted and more consistent messages due to the existence of a "one-stop shop" for communications resources and expertise. An independent evaluation highlighted the stakeholders' positive assessments on the performance of the team.[66]

136. In the past, there were some initiatives to consolidate country-level findings on joint communications using inputs from the resident coordinators' or UNCGs' annual reports, with the objective of disseminating good practices and lessons learned. This practice has ceased due to lack of resources. **While acknowledging the challenges of such time-consuming qualitative reporting and underscoring its usefulness for identifying and disseminating local successes, the Inspector recommends the continuation of this practice through the allocation of adequate resources.** Figure 17 presents some good practices of UNCGs that were highlighted by the present review.

[66] Derek Poate (ITAD Ltd.), Dang Ngoc Dung and Nguyen Hang. Country-led evaluation of the "Delivering as one" UN pilot initiative in Viet Nam (May 2010).

Figure 17: Good practices of UNCGs at the country level

Strong link with the United Nations country team

The basic operating model includes a reporting line to the resident coordinator as head of the country team, who should forward an annual evaluation of UNCG activities to the UNCG secretariat in DPI. For example, in Ethiopia, communications is a standard agenda item at each monthly meeting of the country team. The UNCG Chair informs all agency heads about the implementation of the communications work plan and the related challenges, and requests the necessary support from the country team.

Communications focal point in the Office of the Resident Coordinator

In many cases, the Office of the Resident Coordinator plays a key role in coordinating activities. Interviews and surveys pointed out that the presence of a communications specialist/focal point within this Office positively influenced the effectiveness of the UNCG. One respondent to the JIU survey commented that the "challenges greatly reduced with the appointment of a full-time communications officer in the One-UN Office to act as secretariat of UNCG and coordinate activities".

UNCG Chairs

The review found good practices, such as establishing co-Chairs or rotating Chairs of UNCGs, that contributed to positive dynamics among agencies (for example, in the case of Ethiopia).

UNCG membership

The basic operating model refers to "communications focal points of all United Nations entities operating in the country including those related to peacekeeping and peacebuilding missions and humanitarian emergencies". In practice, the profile of members ranges from professional public information and communications officers to focal points who do not always have communications expertise and manage public information and communications as additional tasks.

One key criterion for UNCG's success stories was to have sufficient professional capacity to be able to develop a strategic approach, as opposed to just basic dissemination of information. The survey by the Evaluation and Communications Research Unit showed that UNCGs with more full-time public information and communications professionals had higher effectiveness ratings than those that relied on fewer professionals.

The review found several cases where the composition of the UNCG had been broadened by including non-United Nations organizations (for example in Vienna). The Inspector considers this practice to be a positive development.

UNCG resources

The scarcity of resources was considered as highly (50 per cent) or moderately (35.2 per cent) challenging by the respondents in the field. As a matter of fact, the review found only a limited number of cases where UNCGs had a budget to plan and conduct their activities. Instead, ad hoc arrangements for the sharing of resources (human or financial) take place to support specific publications, events or campaigns.

There are a few examples of pooling resources, but these remain the exceptions. In the case of the pilot countries for "Delivering as one", the UNCG budget may be more significant as it is financed through a charge against the One Fund budget line. Field officers for public information and communications told the Inspector that having a UNCG budget contributes to better planning and enhanced effectiveness and also helps smaller agencies to have a voice in the country.

Local communications strategies

Having a local communications strategy is both a sign of effectiveness of the UNCG and an enabling factor for planning and implementing joint activities. It is a major tool for adapting the messages to the national and local context as well as to the national media. In the case of Rwanda, the One United Nations communications strategy has been approved by the United Nations country team. It is supported by a specific budget and is monitored through a monitoring and evaluation framework. Local strategies reviewed by the Inspector were generally built around the components presented in paragraph 34 of the present report.

F. Strengthening local arrangements for joint communications

137. In 2008, the Secretary-General's Policy Committee stated that: "The Secretariat and the heads of the United Nations agencies, funds and programmes should take concrete measures to strengthen the United Nations Communications Group as a communications mechanism for the United Nations system at the global, regional and country level (...)." In the Inspector's opinion, this statement remains valid and should be considered further at all levels. The review highlighted a number of good practices that could serve as a basis. Other measures could be studied too, such as the deployment of more professionals at the field level with clear public information and communications responsibilities, the existence of instructions from executive management to engage in local joint efforts and notably to create common teams for public information and communications, the strengthening of relations with United Nations Information Centres to better identify the areas of potential support and collaboration, and so on.

138. Annex V gives comprehensive figures regarding the arrangements at the level of countries, States and territories, showing steps taken towards such reinforcement for joint communications (125 UNCGs established, 42 joint local strategies identified), which are summarized in figure 18.

Figure 18: Public information and communications arrangements at the regional and local levels

	Africa	Americas	Arab States	Asia and the Pacific	Europe and the CIS	Total
Number of Countries/States/territories	45	42	21	43	57	208
UNICs/UNISes/UNOs	17	10	8	12	14	61
Countries/States/territories covered	34	32	16	33	41	156
Countries/States/territories not covered	10	10	5	10	16	51
UNCG at the country level	41	22	13	24	25	125
Joint communications strategy for the country	22	4	3	8	5	42
Common United Nations system websites	26	20	9	27	24	106

Source: Responses to interviews and questionnaires, and JIU research.

139. The implementation of the following recommendation is expected to enhance the coordination and cooperation among the United Nations system organizations in the area of public information and communications.

Recommendation 4

The executive heads of the United Nations system organizations should take concrete measures to strengthen the public information and communications capacity at the field level within their organizations, when applicable. This, in turn, would enable local UNCGs to conduct joint activities with due attention to local circumstances and organizations' mandated priorities, and reinforce the effectiveness and impact of those activities.

IV. Social media in the United Nations system

140. The surge in popularity of social media over the last decade shows no signs of abating; as at January 2014, there were over 2 billion people with active social media accounts. The penetration of social media varies by region, ranging from 5 to 56 per cent according to recent figures, with the most noticeable rise in the developed countries but showing an increase in developing countries too.[67] At the same time, both the public and the private sectors have realized that aside from being a new channel for social and interpersonal communication, social media is a key vehicle for communicating their goals and priorities, given its reach and potential for interaction with audiences.

141. The Oxford online dictionary defines social media as "websites and applications that enable users to create and share content or to participate in social networking." The term refers to various types of applications that use text, images, audio and video. The applications that are currently the most popular are described in annex VI. Among the United Nations system organizations, only a few have included a definition of social media in their reference documentation on the subject

[67] See http://wearesocial.net/blog/2014/01/social-digital-mobile-worldwide-2014.

(UNFPA and WFP, among others). The UNAIDS guidelines read: "Social media refers to any content created online by using online publishing technologies. Examples of social media include blogs, podcasts, message boards, social networking websites, social bookmarking websites, wikis, opinion-sharing sites and multimedia content sharing websites."[68]

A. United Nations system organizations and social media

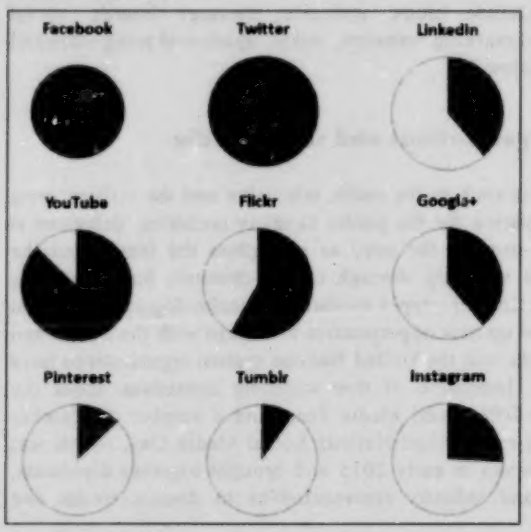
142. Keeping in mind that media such as the radio, television and the written press remain a major source of information for the public in many countries, delegates at the Committee on Information stressed the need to strengthen the image and the presence of the United Nations not only through online channels but also using traditional means.[69] At the same time, the rapid evolution of technologies with social media at the forefront has opened up new opportunities to engage with the public and deliver direct and timely messages, and the United Nations system organizations have largely seized this opportunity. Indicative of this widening consensus about the importance of social media, the DPI Social Media Team and a number of Member States jointly organized the first-ever United Nations Social Media Day, which was held at United Nations Headquarters in early 2015 and brought together diplomats, communications professionals and industry representatives to discuss trends and challenges.

143. During the preparation of the present review, officials acknowledged that the rise of social media had affected diplomatic practices and had increased the complexity of the communications landscape for international organizations. Governments and permanent missions of Member States increasingly have social media accounts and use them to the extent that social media information becomes an integral part of public records. Social media platforms also provide space for engaging with the general public and with specific groups of stakeholders and beneficiaries, and gradually link with policymaking. Public information and communications through social media is increasingly setting the tone for the organizations' communications. For example, the World Health Organization (WHO) has introduced the idea of "Twitter first", which means that its Twitter account is updated with relevant news before its corporate website.

144. Figure 19 shows how the United Nations system organizations have embraced social media. All organizations have corporate Facebook and Twitter accounts and many are present on other platforms too. Many of the corporate accounts already have a large number of followers/subscribers. Corporate "flagship" accounts[70] coexist with a significant number of accounts created by substantive departments or by the regional or country offices of field missions. The United Nations regional commissions also have their own presence on several networks.

[68] UNAIDS Social Media Guidelines for Staff, September 2009.
[69] See A/68/21 and A/69/21.
[70] Annex VII provides detailed information on corporate accounts.

Figure 19: Social media corporate accounts in the United Nations system organizations



Prepared by JIU (2015).

145. The reaching out in terms of audiences is considerable. Some organizations, such as the United Nations Secretariat, UNHCR, UNICEF and WHO, have over 1 million followers on Twitter.[71] If the social media audiences on Facebook and Twitter of the JIU participating organizations were computed into a single consolidated audience, it would comprise 25 million people (2014). UNICEF, with its sophisticated social media presence, has accumulated more than 3,500 videos on its primary YouTube account. The most popular video has been watched almost 700,000 times, while most of the other videos are estimated to have had between 10,000 and 15,000 views. WIPO commented that one of its YouTube videos had been watched more than 4.4 million times. [72]

146. One downside of the social media presence is that it is currently still predominantly in English. The United Nations Secretariat, UNDP, UNESCO, UNHCR, UNICEF and WFP are the strongest organizations in terms of offering multilingual products and services, although FAO, UNEP and UN-Women have also taken positive steps towards a multilingual approach for their main accounts.

[71] Twiplomacy Study 2013.

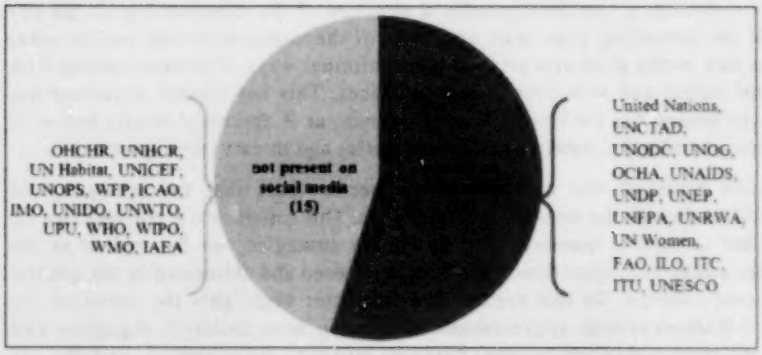
[72] The figure of 25 million is the sum total of the "likes" on the respective organizations' Facebook sites, their Twitter followers, and the total number of YouTube channel subscribers. Two notes of caution are warranted: firstly, it is impossible to ascertain whether an individual interacted with the organizations on all three channels and is thus (potentially) exposed to the same message three times (which would mean that the total number of recipients of a particular organization's message may be inflated and could include duplications); and secondly, only the main Facebook and Twitter accounts were included in the count (thereby underestimating the complete number of interactions, as people also engage with the organization through "subsidiary accounts", such as regional ones).

However, the audiences reached through corporate accounts in languages other than English remain more limited.

147. The present review did not study in depth the social media accounts of regional or country offices, which are often launched and maintained in a combination of English and local languages. A case in point is UNICEF, which has the best curated social media accounts (more than 124 country-office Facebook sites and a similar number of distinct regional and country Twitter accounts, as well as 12 YouTube channels covering nearly all official languages of the United Nations).

148. The executive heads of United Nations system organizations have also intensified their presence on these networks, complementing existing main corporate accounts which primarily feature the work of the organization as a whole. This is recognized as a worldwide trend: in 2013, 50 heads of international organizations had their own personal Twitter account that was connected to the account of the organization and was managed either personally or in collaboration with their team.[73] One of the most active Twitter accounts is that of the UNDP Administrator, which reaches more than 78,000 people. A number of executive heads of United Nations system organizations participate in so-called "Twitter chats" and reply to questions raised by the Twitter community on specific topics.

Figure 20: Presence of executive heads of United Nations system organizations on various social media platforms


OHCHR, UNHCR, UN Habitat, UNICEF, UNOPS, WFP, ICAO, IMO, UNIDO, UNWTO, UPU, WHO, WIPO, WMO, IAEA
not present on social media (15)
United Nations, UNCTAD, UNODC, UNOG, OCHA, UNAIDS, UNDP, UNEP, UNFPA, UNRWA, UN Women, FAO, ILO, ITC, ITU, UNESCO

Prepared by JIU (2015).

149. Some organizations encourage their staff to use personal social media accounts to promote their organization and its activities and achievements, considering that this ultimately benefits the organization. OCHA, UNDP, UNFPA, UNHCR, UNICEF, WFP and WHO are examples of organizations allowing their staff to communicate in this way.

150. **The Inspector draws attention to the risks that may arise when social media accounts are launched in an inconsistent manner. To the extent possible, organizations should keep track of all centralized and decentralized accounts and, whenever feasible, seek to restrict the number of accounts to avoid fragmentation of content and to maximize engagement.** At ILO, the social media officer has such an oversight role, coordinating and advising on social media use by

[73] Twiplomacy Study 2013.

regional offices, and also has a training and advisory role for senior officials using social media in an official capacity.

B. Analysis of strengths, weaknesses, opportunities and threats

151. The importance of social media for public information and communications in the United Nations system is widely recognized. At its 2009 annual meeting, UNCG stressed that meaningful engagement with social media was critical to the United Nations system for advocacy purposes. At the following meeting, in 2010, UNCG stated that "rapidly evolving information and communications technology, including social and new media, creates dynamic new opportunities for United Nations communicators to engage with the global public while also increasing the need for responsive and transparent communication".[74] The officials interviewed mainly saw the emergence of social media as an opportunity rather than as a risk. They overwhelmingly considered that social media made it easier to create messages and disseminate them to a broader audience, thereby raising awareness of the work of the international organizations to a greater degree.

152. The advent of social media brings into question some aspects of how United Nations system organizations have handled public information and communications for many years. Social media introduces new practices which may have consequences in terms of leadership in matters of information dissemination and information-sharing, given the hierarchical structure of the organizations on the one hand, and the prevailing type, tone and form of the communications on the other hand. The new media platforms provide more informal ways of communicating with the general public and with specialized audiences. This has created opportunities, but also challenges, for the United Nations system, as is described briefly below in the analysis of strengths, weaknesses, opportunities and threats (see figure 21).

153. On the basis of this analysis, the Inspector finds that the strengths and opportunities outweigh the weaknesses and threats. This conclusion is corroborated by the fact that corrective measures and mitigation strategies can be applied to the weaknesses and threats, once these have been diagnosed and delineated in the specific organizational contexts. **In this regard, the Inspector highlights the potential for the United Nations system organizations to develop more tailored, engaging, and broadly resonating communications through strategic management and the use of social media. This potential should be explored further and, to the extent suitable, harnessed by the organizations.**

C. Guidelines, policies and strategies

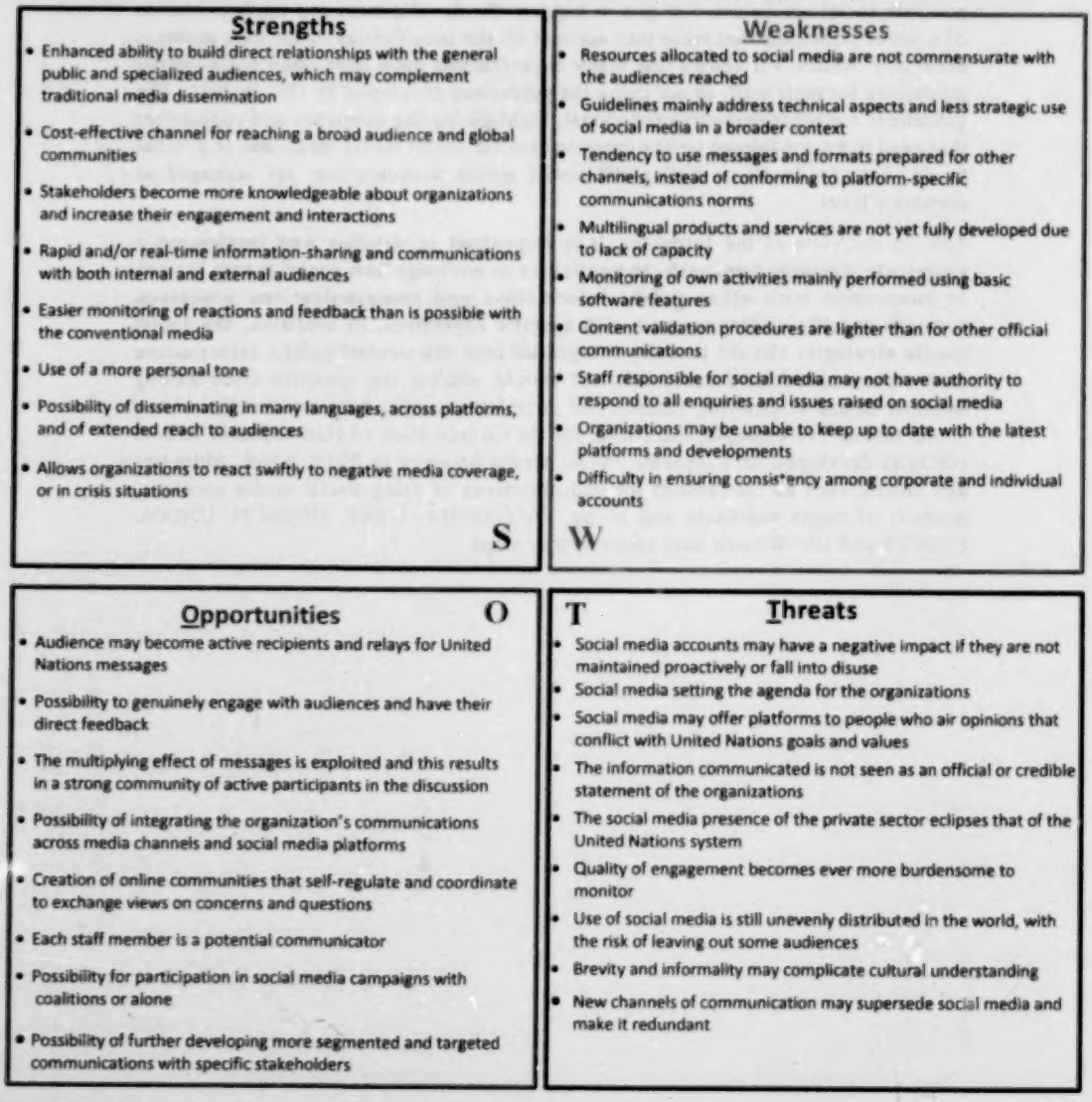
154. There is consensus that rules governing information disclosure and information management which apply to the use of traditional media and information and communications technologies are also relevant to social media. In the same spirit, participation in social media is subject to the core values of the particular organization as well as to other related behaviour codes, standards and policies. Nevertheless, ways of working and procedures need adjustment for this new form of media.

[74] See UNCG/2010/8: Using social media in the United Nations context.

155. In 2013, the Twinplomacy study highlighted the importance of timely and accurate social media use. For this to happen, the development and implementation of a set of principles that takes into account all the specificities of the new media is necessary. Annex VII shows that many organizations have developed social media guidelines for their staff, or are using the guidelines developed by DPI in 2011. The guidelines are predominantly operational, highlighting the questions and approaches that need to be considered before entering into the social media landscape (e.g. what to do, how to do it) or listing the social media accounts that are managed at corporate level.

156. In the view of the Inspector, **it is important to develop and implement a corporate strategic approach, in particular to envisage how social media is used in connection with other public information and communications processes, towards specific audiences and with specific objectives. In addition, the social media strategies should be fully integrated into the overall public information and communications framework** and should address the sensitive issue among Member States of ensuring balance and complementarities between traditional and social media. For example, the Office for the Coordination of Humanitarian Affairs (OCHA) developed its Corporate Social Media Strategy in 2012, which addresses key issues, such as the reasons for and objectives of using social media accounts, analysis of target audiences and so on. FAO, OCHA, UNEP, UNESCO, UNFPA, UNICEF and UN-Women have taken similar steps.

Figure 21: SWOT analysis of the use of social media in the United Nations system organizations


Strengths
• Enhanced ability to build direct relationships with the general public and specialized audiences, which may complement traditional media dissemination
• Cost-effective channel for reaching a broad audience and global communities
• Stakeholders become more knowledgeable about organizations and increase their engagement and interactions
• Rapid and/or real-time information-sharing and communications with both internal and external audiences
• Easier monitoring of reactions and feedback than is possible with the conventional media
• Use of a more personal tone
• Possibility of disseminating in many languages, across platforms, and of extended reach to audiences
• Allows organizations to react swiftly to negative media coverage, or in crisis situations
S
Weaknesses
• Resources allocated to social media are not commensurate with the audiences reached
• Guidelines mainly address technical aspects and less strategic use of social media in a broader context
• Tendency to use messages and formats prepared for other channels, instead of conforming to platform-specific communications norms
• Multilingual products and services are not yet fully developed due to lack of capacity
• Monitoring of own activities mainly performed using basic software features
• Content validation procedures are lighter than for other official communications
• Staff responsible for social media may not have authority to respond to all enquiries and issues raised on social media
• Organizations may be unable to keep up to date with the latest platforms and developments
• Difficulty in ensuring consistency among corporate and individual accounts
W
Opportunities
O
• Audience may become active recipients and relays for United Nations messages
• Possibility to genuinely engage with audiences and have their direct feedback
• The multiplying effect of messages is exploited and this results in a strong community of active participants in the discussion
• Possibility of integrating the organization's communications across media channels and social media platforms
• Creation of online communities that self-regulate and coordinate to exchange views on concerns and questions
• Each staff member is a potential communicator
• Possibility for participation in social media campaigns with coalitions or alone
• Possibility of further developing more segmented and targeted communications with specific stakeholders
T
Threats
• Social media accounts may have a negative impact if they are not maintained proactively or fall into disuse
• Social media setting the agenda for the organizations
• Social media may offer platforms to people who air opinions that conflict with United Nations goals and values
• The information communicated is not seen as an official or credible statement of the organizations
• The social media presence of the private sector eclipses that of the United Nations system
• Quality of engagement becomes ever more burdensome to monitor
• Use of social media is still unevenly distributed in the world, with the risk of leaving out some audiences
• Brevity and informality may complicate cultural understanding
• New channels of communication may supersede social media and make it redundant

Prepared by JIU (2015).

157. One of the challenging aspects in this regard is flagged in the OCHA guidelines: with the traditional media, there is a clear distinction between official public information and communications and what staff members can say in their personal capacity. Social media challenges this distinction and blurs the boundaries found in the traditional media between public and private communications. Given the nature of social media, the corporate social media strategy should provide guidance to staff members involved in public information and communications activities and also determine the modalities of personal account usage when individuals relay information or comments about the organization or on behalf of it. WHO has issued separate social media guidance for the two approaches, whereas most of the organizations have decided to incorporate both aspects in the same policy document.

158. The implementation of the following recommendation is expected to enhance the effectiveness of the use of social media by the United Nations system organizations.

Recommendation 5

The executive heads of the United Nations system organizations that have not yet done so should develop an effective social media strategy that is based on updated guidelines and is properly aligned with the other respective policies and frameworks/strategies for public information and communications.

D. Mass audience, limited capacity

159. Even though there is a shift in resource allocation in many United Nations entities towards providing more time and capacity for social media than before, the review found that the resources dedicated by the organizations to managing these accounts (for example, creating specific content, building campaigns, analysing their effectiveness) are not commensurate with the actual and potential audiences reached through social media (see annex VII). Some organizations have increased their existing capacity for dealing with social media by expanding job responsibilities and/or reassigning staff, while others have created completely new job profiles and recruited new talent to fill the positions.

160. Some of the United Nations entities have equipped themselves with a dedicated unit or have appointed social media managers to oversee the management of corporate social media accounts and to support or advise other departments with regard to their practices (some of these officers only work part of their time on this function). Often, staff members manage other accounts launched within the organization in addition to their main tasks. The Inspector also noted that departments often rely on non-staff resources, such as consultants or interns, which is not a sustainable practice.

161. It is important to have sufficient internal capacity to exercise a minimum level of oversight and coordination on the use of social media by the offices across the organization, as well as to offer some training and advise senior officials who use social media (Twitter, in most cases) in an official capacity.

162. The implementation of the following recommendation is expected to enhance the efficiency and effectiveness of the use of social media in the United Nations system organizations.

Recommendation 6

The executive heads of the United Nations system organizations should strengthen the in-house capacity for social media management, with a view to creating specific content and maintaining organizational accounts, as well as to providing advice on the proper use of social media.

163. Social media is often misconceived, as it offers flexibility for communications and is easily accessible to most. However, one should not conclude that the use of social media is an easy process for an organization's communications. A strong and effective United Nations presence on social media requires specific skills, not only technical but also in terms of strategy, content definition, and the ability to draft tailored messages, work on audiovisual items and so on. As a consequence, an increasing number of agencies have developed in-house social media training courses where staff members can develop their digital skills.

164. The United Nations System Staff College has an online course entitled Social Media for United Nations Programme and Coordination Specialists. In 2015, the United Nations Institute for Training and Research (UNITAR) launched a new e-learning course on the effective use of social media in the working environment. The creation of these courses is a positive development, as such training contributes to strengthening the organization's knowledge base, with staff learning how to work, coordinate and communicate more efficiently and effectively in their work environments. Trainings that target the organization's public information and communications professionals serve a different function, as they impart expert knowledge on specific subject matter to maximize the organization's social media leverage. The Inspector stresses the need to cater to the different learning requirements of staff and emphasizes that trainings should equip participants with the skills to integrate traditional and new media communications into a consistent corporate image.

E. Monitoring activities and impact

165. The opportunity for the United Nations system organizations in using social media is not only a matter of dissemination of information and engagement with the public. A strong social media internal capacity would enable managers to monitor the content and tone of discussions and debates held through social networks, managed either by them or by others. Therefore, this capacity would help to better identify both emerging substantive issues and reputational issues that may be of interest to the United Nations system.

166. The United Nations system organizations have a well-established presence on social media sites, and a large and growing audience. One difficulty with monitoring the reach of social media is to distinguish a purely quantitative impact from the establishment of a qualitative relationship with the audience. There is consensus in the media community that the number of followers and likers is of secondary importance

and that the quality of the engagement and the relations established and maintained is a more meaningful factor in assessing the impact of social media activity. The quantitative measurements that are available do not extend to assessing the quality of the interactions. As stated by an official from UNCHR, "social media is often easier to monitor in terms of figures, but a qualitative analysis consumes resources and time."

167. Social media introduces new challenges to assessing the consumption of information, as it is easy for users to follow a social media account without thoroughly digesting its contents. Online providers and traditional companies provide paid-for and free software for tailored monitoring of social media accounts and measurement of user engagement. As illustrated in annex VI, a number of components need to be taken into account when evaluating the impact of social media communications. Measuring exposure to messages is fairly easy, but determining the actual influence on and engagement of audiences necessitates an appreciation of the myriad contributing factors in these relationships, of which the number of followers or likes or views is only one. Qualitative measurements of the content and tone of comments or the nature of ensuing offline actions are pieces that need to be put together in order to obtain a more accurate picture of awareness of the organization and user engagement. **It is, therefore, important that monitoring and evaluations be carried out of the overall social media strategies of organizations aspiring to assess the impact of social media on behavioural change as accurately as possible.**

F. System-wide coordination

168. Social media has offered the United Nations system a framework for increased system-wide coordination. There are specific groups at various locations, both at main duty stations (New York, Geneva, Vienna etc.) and in the field duty stations, that brings together several United Nations entities and creates room for the exchange of experiences and good practices and for information-sharing on technological developments. Social media has made inter-agency public information and communications easier to approach, by being more flexible in use and in deployment. The Inspector, therefore, considers that cooperation among United Nations secretariats, entities, funds, programmes and specialized agencies on social media campaigns should be further encouraged. By partnering with other entities that have social media strategies built around similar issues, the resources already available can be maximized and the impact of campaigns can be enhanced, given the likely increase and diversification of the audience.

169. **There is room for increased system-wide standardized communication guidelines and trainings on the personal and professional use of social media by staff of the United Nations entities. In this regard, UNCG could establish a subcommittee on social media to formalize the system-wide coordination of information.** For example, it could initiate a joint website giving access to the main United Nations social media accounts. Another avenue for working together could be to build a common monitoring and evaluation approach for official United Nations system accounts and campaigns, which could include cost-sharing for a sophisticated analytics system.

Annex I: Analysis of the corporate public information and communications frameworks/strategies of the United Nations system organizations

			Objective statement	Messages definition	Audience analysis	Role definition	Channel and tool analysis	Monitoring/ evaluation	Joint system-wide activities
United Nations and its funds and programmes									
United Nations	A Strategic Framework for Public Information is approved by the General Assembly (see A/67/6, Programme 24). The DPI annual guidance document provides main axis for the communications to complement Member States' and the Secretary-General's major priority areas	Endorsed by the General Assembly	✓	✘	✘	✓	✓	✓	✓
UNCTAD	UNCTAD communications strategy: a "communicating" organization (TD/B/56/9/Rev.1 (2009)	Endorsed by Senior Management and the Trade and Development Board	✓	✓	✓	✘	✓	✓	✘
UNODC	UNODC Corporate Strategy under preparation as requested by EXCOM (2014)								
UNAIDS	Internal communication strategy and plan (2009)	Endorsed by the Director of Communications and Department of Communications and Global Advocacy	✓	✓	✘	✘	✘	✓	✘
UNHCR	UNHCR's Strategic Communications Strategy (2014)	Endorsed by Senior Management and Executive Committee	✓	✓	✓	✘	✓	✓	✘
UNDP	UNDP Corporate Communications Action Plan – Road Map – Strategy (2012)	Endorsed by the Office of Communications	✓	✓	✓	✘	✓	✘	✘
UNEP	UNEP External Communications Strategy (X-Com) (2010-2013)	Developed and endorsed by the Division for Communication and Public Information	✓	✓	✓	✓	✓	✓	✘
UNFPA	UNFPA – Global Communication Strategy "Speaking with One Voice and Improving Fund-wide Communication" (2012)	Endorsed by the Executive Director	✓	✓	✘	✘	✘	✘	✘
UN-Habitat	No information provided								
UNICEF	Draft UNICEF Global Communication Strategy under preparation (2014), to be endorsed by the Global Management Team								
UNOPS	No information provided								
UNRWA	No information provided								
UN-Women	UN-Women Communications Strategy (2012-2013)	Endorsed by the SMT	✓	✓	✓	✘	✓	✘	✓

WFP	WFP Division of Communications – Communications Strategy (2014-2017)	Endorsed by the SMT	✓	✓	✓	✗	✓	✗	✗
Specialized agencies and IAEA									
FAO	FAO Corporate Communication Policy (2014)	Endorsed by the Director-General	✓	✓	✓	✓	✓	✓	✓
ICAO	ICAO Communications Plan (2013)	Sent for consideration by the Office of the Secretary-General	✓	✗	✗	✓	✗	✗	✗
ILO	ILO Global Communications Strategy "Towards greater influence and stronger impact: Relevance, Profile and Engagement" (2014-2015)	Endorsed by Global Management Team	✓	✓	✓	✓	✓	✓	✓
IMO	A communication and outreach strategy for IMO (2015)	Approved by the Secretary-General and the Senior Management Committee	✓	✓	✓	✓	✓	✗	✗
ITC	ITC Communications Strategy under preparation (2014)								
ITU	Global Communications Strategy (2012-2015)	Endorsed by Executive Management	✓	✗	✓	✓	✓	✓	✗
UNESCO	Comprehensive Strategy devised to raise the visibility of UNESCO's action through strengthening the coordination of information and dissemination activities within the secretariat (161 EX/43, 2001)	Endorsed by Executive Board	✓	✓	✗	✗	✓	✓	✗
	UNESCO Communication Action Plan (2015)	Approved in principle by UNESCO's Senior Management Team	✓	✓	✗	✓	✗	✓	✗
UNIDO	UNIDO Advocacy and Communications Corporate Strategy under preparation (2014)								
UNWTO	UNWTO Corporate Communications Strategy under preparation (2014)								
UPU	Draft Communication Strategy (2015)	To be endorsed by Council of Administration							
WHO	WHO Global Communication Strategy (2014)	Endorsed by the Global Policy Group	✓	✓	✓	✗	✓	✗	✗
WIPO	WIPO Communications Strategy in process of being updated and revised								
WMO	Communications Strategy for the World Meteorological Organization (2011)	Adopted by the WMO Congress	✓	✓	✓	✗	✓	✓	✗

IAEA	**Implementation plan for the Office of Public Information and Communication (2012-2017)**	**Adopted by the Office of Public Information and Communication**	✓	✓	✓	✓	✓	✓	✓
Total[75]	15		17	15	13	8	12	10	4

Source: Responses to interviews and questionnaires, and JIU research.

[75] In the case of UNESCO, only the "Programme of Action and a Vision to Enhance UNESCO's Visibility (2011)" was factored in when calculating the totals, because it is the more recent of the two UNESCO documents listed and it is widely endorsed by senior management. The "Comprehensive Strategy" is still listed for illustrative purposes.

Annex II: Main public information and communications guidelines in the United Nations system organizations

	Consolidated guidance handbook	Press and media relations	Social media guidelines[76]	Internet guidelines[77]	Emergency communications	Editorial guidelines	Graphic guidelines[78]
United Nations and its funds and programmes							
United Nations	✘	✓	✓	✓	✓	✓	✓
UNCTAD	✘	✓	✓	✓	✓	✓	✓
UNODC	✘	✓	✓	✓	✓	✓	✓
UNAIDS	✓	✓	✓	✓	✓	✓	✓
UNHCR	✘	✘	✓	✓	✓	✓	✓
UNDP	✓	✓	✓	✓	✓	✓	✓
UNEP	✘	✓	✓	✓	✓	✓	✓
UNFPA	✘	✓	✓	✘	✓	✓	✘
UN-Habitat	No information provided						
UNICEF	✘	✘	✓	✓	✓	✓	✓
UNOPS	No information provided						
UNRWA	No information provided						
UN-Women	✓	✓	✓	✓	✘	✓	✓
WFP	✘	✘	✓	✓	✓	✓	✓
Specialized agencies and IAEA							
FAO	✓	✓	✓	✓	✘	✓	✓
ICAO	✘	✓	✓	✓	✓	✘	✓
ILO	✓	✓	✓	✓	✓	✓	✓
IMO	✘	✘	✓	✘	✘	✘	✘
ITC	✘	✘	✓	✘	✘	✓	✓
ITU	✘	✘	✓	✓	✘	✓	✓

[76] Administrative and employee policies.
[77] Content, website and publishing.
[78] Including logo, institutional images and branding.

	Consolidated guidance handbook	Press and media relations	Social media guidelines[76]	Internet guidelines[77]	Emergency communications	Editorial guidelines	Graphic guidelines[78]
UNESCO	✓	✓	✓	✓	✓	✓	✓
UNIDO	✘	✓	✓	✘	✓	✘	✘
UNWTO	✘	✘	✓	✓	✘	✘	✓
UPU	✘	✓	✘	✘	✘	✘	✓
WHO	✓	✓	✓	✘	✓	✓	✘
WIPO	✓	✓	✓	✓	✓	✓	✓
WMO	✘	✘	✓	✘	✘	✓	✓
IAEA	✓	✓	✓	✓	✓	✓	✓

Source: Responses to interviews and questionnaires, and JIU research.

Annex III: Corporate public information and communications entities in the United Nations system organizations

	Organization's public information and communications entity	Level of head	Reporting to ...	Head is a member of senior management team	Capacity of organizational entity	Budget of public information and communications entity 2012-2013	Budget of public information and communications entity 2014-2015 [1]	Total expenses of the organization 2012-2013
						Percentage change in organization's public information and communications budget between 2012-2013 and 2014-2015		Share of the public information and communications budget in the total expenses of the organization, 2012-2013
United Nations and its funds and programmes								
United Nations Secretariat [2]	Strategic Communications Division (DPI)	Director	USG Communications and Public Information	Yes, USG DPI	12 – D 75 – P 252 – GS	US$ 73,012,200	US$ 70,424,000	US$ 8,515,111,000
						-3.5%		
	News and Media Division (DPI)	Director	USG Communications and Public Information		4 – D 119 – P 85 – GS	US$ 62,326,800	US$ 61,931,500	
						-0.6%		
	Outreach Division (DPI)	Director	USG Communications and Public Information		3 – D 70 – P 85 – GS	US$ 39,386,900	US$ 38,687,100	
						-1.8%		
	Office of the Spokesperson for the Secretary-General	Director	Secretary-General and USG Communications and Public Information	Yes	1 – D 5 – P 6 – GS	US$ 3,597,000	US$ 3,538,100	2.2%
						-1.6%		
UNCTAD	Communications, Information and Outreach Section	P5	Deputy Secretary-General	No	6 – P 5 – GS	US$ 4,334,381	US$ 4,455,494	US$ 147,589,900
						+2.8%		2.9%
UNODC	Advocacy Section	P5	Chief, Public Affairs Branch, Division for Policy Analysis and Public Affairs	No	RB: 3 – P XB: 1 – P 2 – GS	US$ 1,483,300	US$ 1,568,075	US$ 580,359,000
						+5.7%		
	Spokesperson and Speechwriter	P4	Chief, Office of the Director-General/Executive Director	No	XB: 1 – P	US$ 369,260	US$ 378,900	
						+2.6%		0.3%

UNAIDS	Department of Communications and Global Advocacy	Director	Executive Director	Yes	1 D 11 P 5 GS	US$ 1,920,000	US$ 1,804,400	US$ 575,108,000
						-6.0%		0.3%
UNHCR [3]	Communications and Public Information Service	D1	High Commissioner and the Director of External Relations	Yes	1 – D 14 – P 5 – GS	US$ 18,880,573	US$ 34,410,545	US$ 5,010,116,000
	Digital Engagement Section	P5	Director of External Relations	No	11 – P 2 – GS			
	Strategic Communications Section	P5	Director of External Relations	No	3 – P			
	Events, Campaigns and Goodwill Ambassadors Section	P5	Director of External Relations	No	6 – P 3 – GS			
						+82.3%		0.4%
UNDP	Office of Communications	Director (D2)	Director of the Bureau of External Relations and Advocacy	Yes	1 – D 33 – P 6 – GS	US$ 12,919,880	US$ 13,895,334	US$ 10,507,236,000
						+7.6%		0.1%
UNEP	Division of Communications and Public Information	Director (D1)	Deputy Executive Director	Yes	29 approved positions (incl. 6 regional posts)	US$ 18,720,286	US$ 18,211,123	US$ 943,383,000
						-2.7%		2.0%
UNFPA	Media and Communications Branch	Director	Executive Director as part of the External Relations Division	Yes	1 – D 15 – P 7 – GS	US$ 5,129,309	US$ 5,735,088	US$ 1,738,900,000
						+11.8%		0.3%
UN-Habitat[4]	Advocacy, Outreach and Communications Branch	P5	Executive Director	Yes	25 staff members	Approx. US$ 1,600,000	Approx. US$ 1,600,000	US$ 1,978,326,000
						0%		0.1%
UNICEF	Division of Communication	Director	Deputy Executive Director	Yes	No information provided	US$ 40,100,000	US$ 41,100,000	US$ 7,711,400,000
						2.5%		0.5%
UNOPS	Communications Practice Group	Director (D2)	USG / Executive Director	Yes	23 personnel	No information provided	No information provided	No information provided

UNRWA	Department of External Relations and Communications	Director (D2)	Commissioner General's Office	Yes	45 (incl. 35 national posts and Special Service contracted staff)	US$ 10,324,000	No information provided	US$ 1,374,542,000
	Office of spokesperson (English and Arabic)	Director (D1) – Engl.; P5 – Arabic	Commissioner General's Office	Yes	1 – D 1 – P	No information provided		0.8%
UN-Women	Communications and Advocacy Section	P5	Division for Strategic Partnership, Advocacy, Communications, Civil Society and Resources Mobilization	No	Institutional budget: 7 – P 1 – GS Core programme: 2 – P Non-core: 2 – P	US$ 2,485,800	US$ 3,191,300	US$ 499,985,000
						+28%		0.5%
WFP	Communications Division	Director	Executive Director	Yes	2 – D 19 – P 10 – GS	US$ 18,300,000	US$ 16,500,000	US$ 9,217,706,000
						-9.8%		0.2%
Specialized agencies and IAEA								
FAO	Office for Corporate Communication	Director	Office of the Director-General	Yes	2 – D 39 – P 30 – G	US$ 29,256,000	US$ 28,737,000	US$ 2,723,392,000
						-1.8 %		1.1%
ICAO	Communications Unit	P4	Secretary-General	No	1 – P 1 – GS	US$ 1,207,735	US$ 1,271,162	US$ 455,892,945
						+5.3%		0.26%
ILO [5]	Department of Communications and Public Information	Director	Deputy Director-General for Management and Reform	No	1 – D 20 – P 12 – GS	US$ 29,071,296	US$ 15,902,743	
						-45.3%		
IMO	Public Information Service	P5	Director of the Division for Legal Affairs and External Relations	No	3 – P 1.5 – GS	US$ 1,270,989	US$ 1,404,851	US$ 156,918,000
						+10.5%		0.8%

ITC [6]	Communications and Events	P5	Executive Director and Deputy Executive Director	No	RB: 4 – P 3 – GS XB: 6 – P 5 – GS	(RB) CHF 2,503,150 (XB) US$ 2,334,431	(RB) CHF 2,368,850 (XB) US$ 2,947,600	US$ 155,580,000
						(RB) -5.4%		1.7%
						(XB) +26.3%		1.5%
ITU	Corporate Communications Division	P5	Chief, Strategy, Policy & Membership Department	No	13 staff (9 P)	US$ 5,340,947	US$ 5,185,306	US$ 342,017,675
						-2.9%		1.6%
UNESCO	Division of Public Information	Director	ADG of External Relations and Public Information Sector	Yes	D – 1 21 – P 26 – GS	US$ 14,787,626	US$ 10,059,994	US$ 1,620,038,000
						-32.0%		0.9%
UNIDO	Advocacy and Communications Unit	P4	Director Policymaking Organs and Advocacy Branch	No	3 – P 2 – GS	US$ 2,590,338	US$ 2,590,338	US$ 633,397,000
						0.0%		0.4%
UNWTO	Communications and Publications	P4	Secretary-General	Yes	2 – P 4 – G	US$ 1,418,210	US$ 1,472,607	US$ 25,200,000
						+3.8%		5.6%
UPU	Communications Programme	P4	Director of Executive Office, Strategy and Communication	No	3 – P (one frozen) 1 – GS	US$ 2,350,213	US$ 1,956,559	US$ 146,146,029
						-17%		1.6%
WHO	Department of Communications	Director	Executive Director of the Director's General Office	No	1 – D 33 – P 7 – G	US$ 21,405,374	US$ 27,758,199	US$ 4,340,961,000
						+29.7%		0.5%
WIPO	Communications Division	Director	DDG Culture & Creative Industries Sector	No	35 posts, of which 1 D, and 8 temporary positions	US$ 17,673,552	US$ 18,374,148	US$ 651,417,164
						+4.0%		2.7%
WMO [7]	Communications and Public Affairs	P5	Director of Cabinet and External Relations Department	No	6 – P 1 – G	US$ 569,100	US$ 506,122	US$ 176,458,000
						-11.07%		0.3%

IAEA	Office of Public Information and Communication	Director	Director General	Yes	27 staff	US$ 3,985,119	US$ 3,496,600	US$ 1,500,137,288
						-12.3%		0.3%

General note: All budget figures provided by the organizations were converted into United States dollars at the respective currency exchange rates on 31.12.2011. For the total 2013 organizational expense figures, data from the note by the Secretary-General entitled "Budgetary and financial situation of the organizations of the United Nations system" (A/69/305, p.50) were used as well as figures provided by organizations during the review process.

Footnotes:

[1] Estimated.

[2] Not including DPKO.

[3] "The Division of External Relations [...] budget is composed of the budgets of Communications and Public Information Service, Digital Engagement Section, Strategic Communications Section, and the Events, Campaigns and Goodwill Ambassadors Section. In 2012-2013 all these separate sections were still part of the Communications and Public Information Service. As part of the restructuring of the Division of External Relations, separate entities were created in 2014 due to heavily increased workload, and to increase UNHCR's outreach capacity." (Provided by e-mail). This restructuring goes hand in hand with the increase in the public information and communications budget.

[4] The budget of UN-Habitat's Advocacy, Outreach and Communication Branch is composed of human resources (approximately US$ 1,600,000). There is no allocation of Advocacy, Outreach and Communication products in the regular budget or in the UN-Habitat Foundation budget. If the non-structural project funds were included, one would see an increase of 5.4 per cent from 2012-2013 to 2014-2015.

[5] "ILO has undertaken a process of reform since 2012, which has included some departmental restructuring. This included the ILO Library Unit and all associated resources moving from the Department of Communications and Public Information (DCOMM) to our Information Technology (INFOTEC) department. This helps explain in part, at least, the apparent drop in budget for DCOMM during the period concerned, which does not represent an overall reduction in investment in communications at the ILO." (Provided by e-mail).

[6] The percentage can be explained by the fact that ITC's communications and events section groups together functions that, in other organizations, may be housed elsewhere, generally in a division of administration, or of languages and conference services. These include: (a) ITC digital printing services, website hosting, content management system and related IT support services, as well as conference management support. Also, since ITC has no translation staff, the communications and events section spends a considerable portion of the budget and dedicates some staff resources in order to coordinate its own work, and to coordinate translation across ITC. Finally, the communications and events section provides support to the Cabinet and External Relations.

[7] "The relatively significant difference in [the public information] budget between the two years is in part due to a special web migration project, rather than a reflection of a shift in priorities."

Annex IV: Multilingualism of selected public information and communications channels and tools in the United Nations system organizations

Organization	Internet home page	News centre	Publications	Audiovisuals
United Nations and its funds and programmes				
United Nations	A C E F R S	UN News Centre - A C E F R S	A C E F R S	UN Web TV - A C E F R S and other and radio programmes in various languages
UNCTAD	E F S	UNCTAD Media Centre - E F S	E F S	UNCTAD Online (YouTube) - E
UNODC	E F R	UNODC News, Press and Media - E F R	E F R S	UNODC (YouTube) - A C E F R S
UNAIDS	E F R S	UNAIDS Press Centre - E F R S	E F R S	UNAIDS Videos - E F
UNHCR	A C E F R S (and 48 country sites in native languages)	UNHCR News and Views - A C E F R S	A C E F R S	UNHCR Video Galleries - A E F S
UNDP	E F S	UNDP News Centre - E F S	E F S	UNDP Video Gallery (YouTube) - E F S
UNEP	A C E F R S	UNEP News Centre - E[79]	E	UNEP TV and Videos - E
UNFPA	E F S (and 6 other languages)	UNFPA News - E	A C E F R S[80]	UNFPA (YouTube) - E F S
UN-Habitat	E	UN-Habitat Media Centre - E	E	UN-Habitat Videos - E
UNICEF	A C E F S	UNICEF Press Centre - A C E F S	E F S	UNICEF Television Video on demand - E
UNOPS	E F S	UNOPS News - E F S	E F S	UNOPS Video - E (some videos subtitled in F S)
UNRWA	A E	UNRWA Newsroom - A E	A E	UNRWA Video Gallery - A E
UN-Women	E F S	UN-Women News - E F S	E F S[81]	UN-Women Videos - E F S
WFP	A C E F R S (and 9 other languages)	WFP Newsroom - A C E F R S (and 9 other languages)	A C E F R S	WFP Videos - A C E F R S (some videos subtitled in the other languages)
Specialized agencies and IAEA				
FAO	A C E F R S (and 2 other languages)	FAO Media - A C E F R S (and 2 other languages)	A C E F R S	FAO Audio and Video - A C E F R S
ICAO	C E F	ICAO Newsroom - E F	E[82]	ICAO Video (YouTube) - E

[79] Key press releases are translated into all United Nations languages and other targeted languages.
[80] Most publications are in English. Flagship publications are published in six languages plus other languages.
[81] Selected publications in Arabic, Chinese and Russian.
[82] There are specific instances in which ICAO items are produced in all six languages, such as the Model Council Guidebook.

Organization	Internet home page	News centre	Publications	Audiovisuals
ILO	**E F S**	ILO Newsroom - **E F S**	**E F S**	ILO Videos - **E F S**
IMO	**E F S**	IMO Media Centre - **E**	**E**	IMO Video - **E**
ITC	**E F S**	ITC News - **E F**	**E F S**	ITC (YouTube) - **E F S**
ITU	**A C E F R S**	ITU Newsroom - **A C E F R S**	**A C E F R S**	ITU Videos (YouTube) - **E F**
UNESCO	**A C E F R S**	UNESCO Media Services - **A C E F R S**	**E F S**	UNESCO TV (YouTube) - **E F**
UNIDO	**E F S**	UNIDO News Centre - **E**	**E F S**	UNIDO Videos - **E F S**
UNWTO	**A E F R S**	UNWTO Media - **A E F R S**	**E F S**	UNWTO Videos - **E S**
UPU	**E F**	UPU News Centre - **E F**	**A C E F R S and P**	UPU Web TV - **E F**
WHO	**A C E F R S (and numerous other languages)**	WHO Media Centre - **A C E F R S**	**A C E F R S**	WHO (YouTube) - **A C E F R S**
WIPO	**A C E F R S**	WIPO Media Centre - **A C E F R S**	**E F S**[83]	WIPO (YouTube) - **E F**
WMO	**A C E F R S**	WMO News - **E F S**		WMO (YouTube) - **E F S**
IAEA	**E**	IAEA News Centre - **E**[84]	**E**	IAEA Video Catalogue - **E**

Prepared by JIU (2015).

[83] Some publications are in all six languages, e.g. the WIPO Academy Education and Training Programs Portfolio — 2015.

[84] Press releases are almost always in English, with occasional exceptions in cases concerning a specific country situation.

Annex V: Public information and communications arrangements at the level of countries, States and territories

Country/State/ territory	United Nations field offices[85]	UNCG	Delivering as one	Joint country communication strategy	United Nations system website
Afghanistan	✘	✓	✘	United Nations Afghanistan Communication Strategy (2009)	http://unama.unmissions.org
Albania	✘	✓	✓	*Communicating as one* Communication strategy (2012-2016)	http://www.un.org.al/
Algeria	UNIC Algiers (1 NO, 2 LL – US$ 98,300)	✘	✘	-	-
Andorra	Covered by UNRIC Brussels	✘	✘	-	-
Angola	✘ (1 P 5, 1 NO, 4 LL)	✘	✘	United Nations Angola External Communication Strategy (2011-2013)	http://www.unangola.org
Antigua and Barbuda	Covered by UNIC Port of Spain	✘	✘	-	-
Argentina	UNIC Buenos Aires (1 P5, 1 NO, 4 LL - US$ 67,100)	✓	✘	-	http://www.onu.org.ar/
Armenia	UNO Yerevan (1 NO)	✓	✘	-	http://www.un.am/
Aruba	Covered by UNIC Port of Spain	✘	✘	-	-
Australia	UNIC Canberra (1 P5, 1 NO, 4 LL - US$ 32,500)	✓	✘	-	http://un.org.au/
Austria	UNIS Vienna (1 D1, 1 P4, 2 P3, 1 P2, 1 PL, 4 OL)	✓	✘	-	http://www.unvienna.org/
Azerbaijan	UNO Baku (1 NO)	✓	✘	-	-
Bahamas	Covered by UNIC Port of Spain	✘	✘	-	-
Bahrain	UNIC Manama (1 P5, 1 LL – US$ 58,998)	✘	✘	-	-
Bangladesh	UNIC Dhaka (1 NO, 3 LL – US$ 68,300)	✓	✘	-	http://www.un.org.bd/
Barbados	Covered by UNIC Port of Spain	✘	✘	-	-
Belarus	UNO Minsk (1 NO)	✓	✘	-	http://www.un.by/
Belgium	UNRIC Brussels (1 D1, 1 P5, 2 P4 6 P3, 13 LL – US$ 168,600)	✓	✘	-	http://www.unbrussels.org/
Belize	Covered by UNIC Port of Spain	✘	✘	-	http://bz.one.un.org/
Benin	Covered by UNIC Lomé	✓	✓	Stratégie de communication du Système des Nations Unies	-
Bermuda	✘	✘	✘	-	-
Bhutan	Covered by UNIC New Delhi	✘	✓	-	http://www.unct.org.bt/
Bolivia (Plurinational State of)	UNIC La Paz (1 NO, 2 LL – US$ 37,300)	✓	✘	-	http://www.nu.org.bo/
Bosnia and Herzegovina	✘	✓	✓	One United Nations Programme Bosnia and Herzegovina (2015-2019)	http://www.un.ba/

[85] Staffing information taken from Strategic Communications Services Proposed Programme Budget 2014-2015; budget information includes the regular budget only, based on final allocations for 2014 as provided by DPI Information Centres Service (excluding the security budget).

Country/State/ territory	United Nations field offices[85]	UNCG	Delivering as one	Joint country communication strategy	United Nations system website
Botswana	✘	✓	✓	Advocacy and Communication strategy for poverty and environment initiative Botswana	http://www.bw.one.un.org/
Brazil	UNIC Rio de Janeiro (1 P5, 1 NO, 4 LL – US$ 66,530)	✓	✘	-	http://www.onu.org.br/
Brunei Darussalam	✘	✘	✘	-	-
Bulgaria	Covered by UNIS Geneva	✓	✘	-	-
Burkina Faso	UNIC Ouagadougou (1 NO, 4 LL – US$ 64,750)	✓	✘	-	-
Burundi	UNIC Bujumbura (1 NO, 2 LL – US$ 90,380)	✓	✓	-	http://bnub.unmissions.org/
Cabo Verde	Covered from UNIC Dakar	✓	✓	Communicating work plan (2013)	http://www.un.cv/
Cambodia	Covered from UNIS Bangkok	✓	✘	United Nations communication and Advocacy strategy (2008-2010)	http://www.un.org.kh/
Cameroon	UNIC Yaoundé (1 NO, 3 LL – US$ 67,700)	✓	✓	-	-
Canada	✘	✘	✘	-	-
Central African Republic	Covered by UNIC Yaoundé	✓	✘	-	-
Chad	Covered by UNIC Ouagadougou	✓	✓	UNCG Communication Strategy (2014)	-
Chile	Covered by UNIS Santiago	✓	✘	-	http://www.onu.cl/
China	Covered by UNIS Bangkok	✓	✘	-	-
Colombia	UNIC Bogota (1 P5, 1 NO, 4 LL – US$ 214,300)	✓	✘	Colombia joint communication strategies	http://nacionesunidas.org.co/
Comoros	✘	✓	✓	-	http://www.km.one.un.org/
Congo	UNIC Brazzaville (1 NO, 2 LL – US$ 60,050)	✓	✘	UNCG DRC Stratégie de Communication Conjointe (2009)	http://monusco.unmissions.org/
Cook Islands	✘	✘	✘	-	http://www.pacific.one.un.org/
Costa Rica	✘	✓	✘	-	http://www.nacionesunidas.or.cr/
Côte d'Ivoire	Covered by UNIC Dakar	✓	✓	-	http://www.snu-ci.org/
Croatia	✘	✘	✘	-	-
Cuba	Covered by UNIC Mexico City	✓	✘	Cronograma Estrategia Comunicación (2013)	http://onu.org.cu/
Cyprus	Covered by UNRIC Brussels	✘	✘	-	-
Czech Republic	UNIC Prague (1 NO, 2 LL – US$ 27,000)	✓	✘	-	http://www.osn.cz/
Democratic People's Republic of Korea	✘	✘	✘	-	http://kp.one.un.org/
Democratic Republic of the Congo	✘	✓	✘	Democratic Republic of the Congo - Joint Communication Strategy	-
Denmark	Covered by UNRIC Brussels	✘	✘	-	http://un.dk/da/

Country/State/territory	United Nations field offices[83]	UNCG	Delivering as one	Joint country communication strategy	United Nations system website
Djibouti	✘	✓	✘	-	-
Dominica	Covered by UNIC Port of Spain	✘	✘	-	-
Dominican Republic	Covered by UNIC Mexico City	✓	✘	-	http://portal.onu.org.do/
Ecuador	Covered by UNIC Bogota	✓	✘	-	http://www.un.org.ec/
Egypt	UNIC Cairo (D1, 1 P4, 1 NO 5 LL – US$ 103,450)	✓	✘	-	www.un.org.eg
El Salvador	✘	✓	✓	-	-
Equatorial Guinea	✘	✓	✘	-	-
Eritrea	UNO Asmara (1 NO)	✓	✘	-	http://www.un-eritrea.org/
Estonia	✘	✘	✘	-	-
Ethiopia	✘	✓	✓	The One United Nations Communication Strategy (2012-2015)	http://et.one.un.org/
Faroe Islands	Covered by UNRIC Brussels	✘	✘	-	-
Fiji	Covered by UNIC Canberra	✓	✘	-	http://www.pacific.one.un.org/
Finland	Covered by UNRIC Brussels	✘	✘	-	-
France	Covered by UNRIC Brussels	✘	✘	-	-
Gabon	Covered by UNIC Yaoundé	✓	✓	-	-
Gambia	Covered by UNIC Dakar	✓	✘	-	http://www.ungambia.gm/
Georgia	UNO Tbilisi (1 NO)	✓	✘	-	http://www.ungeorgia.ge/
Germany	Covered by UNRIC Brussels	✘	✘	-	-
Ghana	UNIC Accra (1 NO, 4 LL – US$ 61,000)	✓	✓	-	http://unghana.org/site/
Gibraltar	✘	✘	✘	-	-
Greece	Covered by UNRIC Brussels	✘	✘	-	-
Greenland	Covered by UNRIC Brussels	✘	✘	-	-
Grenada	Covered by UNIC Port of Spain	✘	✘	-	-
Guadeloupe	✘	✘	✘	-	-
Guatemala	✘	✓	✘	-	http://www.onu.org.gt/
Guinea	Covered from UNIC Dakar	✓	✓	-	-
Guinea-Bissau	Covered from UNIC Dakar	✓	✘	United Nations in Guinea-Bissau Communication Strategy	http://www.gw.one.un.org/
Guyana	Covered from UNIC Port of Spain	✓	✘	-	http://www.un.org.gy/
Haiti	✘	✓	✘	-	http://www.onu-haiti.org/un-in-haiti/

Country/State/ territory	United Nations field offices[85]	UNCG	Delivering as one	Joint country communication strategy	United Nations system w. site
Holy See	Covered by UNRIC Brussels	✘	✘	-	-
Honduras	✘	✘	✘	-	-
Hungary	Covered by UNIS Vienna	✘	✘	-	-
Iceland	Covered by UNRIC Brussels	✘	✘	-	-
India	UNIC New Delhi (1 D1, 1 NO, 5 LL - US$ 140,200)	✓	✘	-	http://www.un.org.in/
Indonesia	UNIC Jakarta (1 P5, 1 NO, 3 LL – US$ 124,600)	✓	✓	-	http://www.un.or.id/en/
Iran (Islamic Republic of)	UNIC Tehran (1 P4, 1 NO, 2 LL – US$ 116,310)	✓	✘	-	http://www.un.org.ir/
Iraq	✘	✓	✘	-	http://www.uniraq.org/
Ireland	Covered by UNRIC Brussels	✘	✘	-	-
Israel	✘	✘	✘	-	-
Italy	Covered by UNRIC Brussels	✘	✘	-	-
Jamaica	Covered by UNIC Port of Spain	✓	✘	-	-
Japan	UNIC Tokyo (1 D1, 1 NO, 5 LL – US$ 68,600)	✓	✘	-	http://www.unic.or.jp/
Jordan	Covered by UNIC Beirut	✓	✘	'My World' Communication Strategy for Jordan	http://www.un.org.jo/
Kazakhstan	UNO Almaty (1 P-4)	✓	✘	-	http://www.un.kz/en/
Kenya	UNIC Nairobi (1 D1 , 1 P4, 1 NO, 3 LL – US$ 19,200)	✓	✓	-	http://www.unon.org/
Kiribati	Covered by UNIC Canberra	✘	✓	-	http://un.org.au/
Kuwait	Covered by UNIC Beirut	✘	✘	-	-
Kyrgyzstan	✘	✓	✓	-	http://www.un.org.kg/
Lao People's Democratic Republic	Covered by UNIS Bangkok	✓	✓	Joint United Nations communication Strategy (2012-2015)	http://www.la.one.un.org/
Latvia	✘	✓	✘	-	-
Lebanon	UNIC Beirut (1 P4, 1 P31 NO, 3 LL – US$ 42,470)	✓	✘	-	http://www.un.org.lb/
Lesotho	UNIC Maseru (1 NO – US$ 11,400)	✓	✓	One United Nations Communication Strategy (2010-2012)	-
Liberia	✘	✓	✓	United Nations External Communication Strategy (2009-2011)	http://www.unliberia.org/
Libya	UNIC Tripoli	✓	✘	-	http://unsmil.unmissions.org/
Liechtenstein	✘	✘	✘	-	-
Lithuania	✘	✘	✘	-	-
Luxembourg	Covered by UNRIC Brussels	✘	✘	-	-

Country/State/ territory	United Nations field offices[85]	UNCG	Delivering as one	Joint country communication strategy	United Nations system website
Madagascar	UNIC Antananarivo (1 NO, 1 LL – US$ 37,600)	✓	✘	-	http://www.mg.one.un.org/
Malawi	Covered by UNIC Lusaka	✓	✓	Strategic Approach to Communication for United Nations Malawi (2007-2008)	http://www.mw.one.un.org/
Malaysia	Covered by UNIS Bangkok	✓	✘	-	http://www.un.org.my/
Maldives	✘	✓	✓	-	www.un.org.mv
Mali	Covered by UNIC Ouagadougou	✓	✓	Plan de communication du système des Nations Unies	-
Malta	Covered by UNRIC Brussels	✘	✘	-	-
Marshall Islands	Covered by UNIC Canberra	✘	✘	-	http://un.org.au/
Mauritania	Covered by UNIC Dakar	✓	✘	-	http://www.un.mr/
Mauritius	✘	✘	✘	-	-
Mexico	UNIC Mexico City (1 P51 NO, 6 LL – US$ 223,450)	✓	✘	-	http://www.cinu.mx/
Micronesia (Federated States of)	Covered by UNIC Canberra	✘	✘	-	http://www.pacific.one.un.org/
Monaco	Covered by UNRIC Brussels	✘	✘	-	-
Mongolia	✘	✓	✘	-	http://www.un-mongolia.mn/new/
Montenegro	✘	✘	✓	*Delivering as One* Communication and Advocacy Strategy (2013)	http://www.un.org.me/
Montserrat	Covered by UNRIC Brussels	✘	✘	-	-
Morocco	UNIC Rabat (3 LL – US$ 27,700)	✓	✘	-	-
Mozambique	✘	✓	✓	One Voice *Communicating as One* in Mozambique United Nations Communication Strategy (2012-2015)	http://www.mz.one.un.org/
Myanmar	UNIC Yangon (1 NO, 3 LL – US$ 36,150)	✓	✘	United Nations Strategic Framework (2012-2015)	-
Namibia	UNIC Windhoek (1 NO, 2 LL – US$ 69,000)	✓	✓	Joint Communication Strategy Guidance Note	-
Nauru	Covered by UNIC Canberra	✘	✘	-	-
Nepal	UNIC Kathmandu (1 NO, 2 LL – US$ 35,950)	✓	✘	-	http://www.un.org.np/
Netherlands	Covered by UNRIC Brussels	✘	✘	-	-
Netherlands Antilles	Covered by UNIC Port of Spain	✘	✘	-	-
New Zealand	Covered by UNIC Canberra	✘	✘	-	-
Nicaragua	✘	✓	✓	-	http://www.onu.org.ni/
Niger	Covered by UNIC Ouagadougou	✓	✘	-	-
Nigeria	UNIC Lagos (1 P5, 1 NO, 3 LL – US$ 99,875)	✓	✘	-	http://www.un-nigeria.org/

Country/State/ territory	United Nations field offices[85]	UNCG	Delivering as one	Joint country communication strategy	United Nations system website
Niue	✘	✘	✘	-	-
Norway	Covered by UNRIC Brussels	✘	✘	-	-
Oman	✘	✘	✘	-	-
Pakistan	UNIC Islamabad (1 P5, 1 NO, 2 LL - US$ 69,010)	✓	✓	United Nations System Communication Strategy Pakistan (2007-2011)	http://www.un.org.pk/
Palau	Covered by UNIC Canberra	✘	✘	-	-
Panama	UNIC Panama City (1 NO,1 LL – US$ 95,320)	✓	✘	Marco de Cooperación de Naciones Unidas (2012-2015)	http://www.cinup.org/
Papua New Guinea	Covered by UNIC Manila	✓	✓	Annual Work Plan for *Communicating as One* (2011)	-
Paraguay	UNIC Asuncion (1 NO, 2 LL)	✓	✘	-	-
Peru	UNIC Lima (1 NO, 3 LL – US$ 153,980)	✓	✘	-	http://onu.org.pe/
Philippines	UNIC Manila (1 NO, 3 LL – US$ 79,200)	✓	✘	-	http://www.un.org.ph/
Poland	UNIC Warsaw (V- US$ 49,900)	✓	✘	-	http://www.un.org.pl/
Portugal	Covered by UNRIC Brussels	✘	✘	-	-
Puerto Rico	Covered by UNIC Washington	✘	✘	-	-
Qatar	Covered by UNIC Manama	✘	✘	-	-
Republic of Korea	✘	✘	✘	-	http://www.un-rok.org/
Republic of Moldova	✘	✓	✓	Moldova United Nations Communication Strategy (2008-2011)	www.un.md
Romania	✘	✓	✘	-	http://www.un.ro/
Russian Federation	UNIC Moscow (1 D1, 1 NO,5 LL – US$ 177,700)	✓	✘	-	http://www.unrussia.ru/
Rwanda	✘	✓	✓	United Nations Rwanda Communication Strategy (2009-2010)	-
Saint Kitts and Nevis	Covered by UNIC Port of Spain	✘	✘	-	-
Saint Lucia	Covered by UNIC Port of Spain	✘	✘	-	-
Saint Vincent and the Grenadines	Covered by UNIC Port of Spain	✘	✘	-	-
Samoa	Covered by UNIC Canberra	✓	✓	-	-
San Marino	Covered by UNRIC Brussels	✘	✘	-	-
Sao Tome and Principe	✘	✘	✘	-	-
Saudi Arabia	Covered by UNIC Cairo	✓	✘	-	-
Senegal	UNIC Dakar (1 P5, 1 NO, 3 LL – US$ 98,300)	✓	✘	-	www.un.org.sn

Country/State/ territory	United Nations field offices[85]	UNCG	Delivering as one	Joint country communication strategy	United Nations system website
Serbia	✘	✓	✘	-	http://rs.one.un.org/
Seychelles	Covered by UNIC Nairobi	✘	✓	-	-
Sierra Leone	Covered by UNIC Accra	✓	✓	Strategic Communication Overview Communication Strategy/Plan (2013-2014)	-
Singapore	Covered by UNIS Bangkok	✘	✘	-	-
Slovakia	Covered by UNIS Vienna	✘	✘	-	-
Slovenia	Covered by UNIS Vienna	✘	✘	-	-
Solomon Islands	Covered by UNIC Manila	✘	✘	-	http://www.pacific.one.un.org/
Somalia	Covered by UNIC Khartoum	✘	✘	United Nations Communication Strategy (2009-2010)	http://unsom.unmissions.org/
South Africa	UNIC Pretoria (1 P5 ,1 NO, 4 LL – US$ 114,800)	✓	✘	United Nations Communication Group Work Plan (2008)	http://www.un.org.za/
South Sudan	✘	✘	✘	-	http://ss.one.un.org/
Spain	Covered by UNRIC Brussels	✘	✘	-	-
Sri Lanka	UNIC Colombo (1 NO, 2 LL – US$ 17,460)	✓	✘	Communication Strategy (2013-2017) – UN Communication Group Sri Lanka	http://un.lk/
State of Palestine	✘	✓	✘	-	-
Sudan	UNIC Khartoum (1 NO, 3 LL – US$ 39,900)	✓	✘	-	http://unmis.unmissions.org/
Suriname	Covered by UNIC Port of Spain	✘	✘	United Nations in Suriname Communication Strategy	http://sr.one.un.org
Swaziland	Covered by UNIC Lusaka	✓	✘	-	http://www.sz.one.un.org/
Sweden	Covered by UNRIC Brussels	✘	✘	-	-
Switzerland	UNIS Geneva (1 D1, 2 P5, 3 P4, 2 P3, 3 P2, 1 PL, 11 OL)	✓	✘	-	http://www.unog.ch/
Syrian Arab Republic	Covered by UNIC Beirut	✓	✘	-	-
Taiwan Province of China	Covered by UNIS Bangkok	✘	✘	-	-
Tajikistan	✘	✘	✘	-	http://www.untj.org/
Thailand	UNIS Bangkok	✓	✘	-	http://www.un.or.th/
The former Yugoslav Republic of Macedonia	✘	✓	✘	-	http://www.un.org.mk/
Timor-Leste	✘	✓	✘	-	-
Togo	UNIC Lomé (1 NO, 2 LL – US$ 56,200)	✓	✓	Stratégie de communication du Système des Nations Unies	-
Tonga	Covered by UNIC Canberra	✘	✘	-	-

Country/State/ territory	United Nations field offices[85]	UNCG	Delivering as one	Joint country communication strategy	United Nations system website
Trinidad and Tobago	UNIC Port of Spain (1 P4, 1 NO, 3 LL – US$ 163,188)	✓	✘	-	-
Tunisia	UNIC Tunis (1 NO, 3LL – US$ 48,400)	✓	✘	Tableau du plan d'action du Groupe de la Communication	http://www.onu-tn.org/
Turkey	UNIC Ankara (1 NO, 1 LL – US$ 47,950)	✓	✘	-	http://www.un.org.tr/
Turkmenistan	✘	✓	✘	-	http://www.untuk.org/
Turks and Caicos Islands	✘	✘	✘	-	-
Tuvalu	Covered by UNIC Canberra	✘	✘	-	-
Uganda	Covered by UNIC Nairobi	✓	✓	-	http://www.un-ug.org/
Ukraine	UNO Kyiv (1 NO)	✓	✘	-	http://www.un.org.ua/
United Arab Emirates	Covered by UNIC Manama	✘	✘	-	-
United Kingdom of Great Britain and Northern Ireland	Covered by UNRIC Brussels	✓	✘	-	-
United Republic of Tanzania	UNIC Dar es Salaam (1 P3, 1 NO, 3 LL – US$ 62,000)	✓	✓	United Nations communication strategy (2013-2015)	http://tz.one.un.org/
United States of America	UNIC Washington D.C. (1 D1, 1 P5, 1 NO, 5 LL – US$ 192,557)	✘	✘	-	-
Uruguay	Covered by UNIC Buenos Aires	✓	✓	-	http://www.onu.org.uy
Uzbekistan	UNO Tashkent (1 NO)	✓	✘	Uzbekistan - Joint United Nations Communication Strategy	http://www.un.uz/
Vanuatu	Covered by UNIC Canberra	✘	✘	-	-
Venezuela (Bolivarian Republic of)	Covered by UNIC Bogota	✓	✘	-	http://onu.org.ve/
Viet Nam	Covered by UNIS Bangkok	✓	✓	One United Nations Communication Strategy and Workplan	http://www.un.org.vn/en.html
Yemen	UNIC Sana'a (1 P4, 3 LL – US$ 67,100)	✓	✘	-	-
Zambia	UNIC Lusaka (1 NO, 3 LL – US$ 59,800)	✓	✓	UNCT Communication Strategy (2012-2015)	http://www.zm.one.un.org/
Zimbabwe	UNIC Harare (1 NO, 4 LL – US$ 92,700)	✓	✘	United Nations Country Team Communication Strategy (2012-2015)	http://www.zw.one.un.org/
Total	**52 Countries/States/territories not covered by UNIC/UNIS/UNO**	**125 UNCG**	**43 Delivering as one**	**42 Joint strategies**	**106 Joint web sites**

Prepared by JIU (2015).

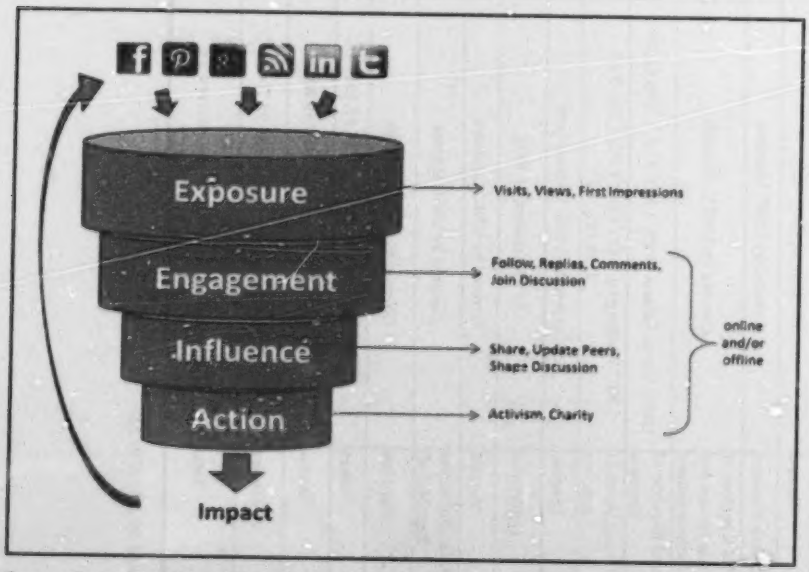
Annex VI: Introduction to social media applications

Main social media applications used in the United Nations system organizations

	Facebook is a free social networking website available in 37 languages, which allows registered users to create profiles, share photos and videos, send messages and follow organizations and public figures.
	Twitter is a free social networking and microblogging service which allows users to broadcast short posts limited to 140 characters called "tweets". Users can follow other people and reply to tweets.
	LinkedIn is designed specifically for users to join an online business community. The goal of LinkedIn is to allow users to establish and document a network for professional purposes and to create an online curriculum vitae.
	YouTube is a free video-hosting site which allows users to upload video content. Users and visitors can share and see videos for free.
	Flickr is a free platform for exhibiting, storing and commenting on photographs. Users may create galleries or groups to facilitate the organization of their and other people's pictures.
	Google+ was created to duplicate people's interaction offline more closely than other social networking services do. Google+ features "circles", where users can categorize their connections; this allows them to communicate specific messages to particular groups of people. Group video chat and messaging is also a feature of Google+.
	Pinterest is a website which allows users to showcase, categorize and curate images found online.
	Tumblr is a free social networking website which allows users to post multimedia content on their own blogs. Tumblr is suitable for broadcasting short messages to the readers of the blogs, and is referred to as a microblogging site.
	Instagram is a free social network site which enables users to take, edit and share photos with their followers. Instagram also allows users to transfer their photographs from Instagram directly to their other social networking sites.

Source: Information compiled by JIU from, among other sources, http://whatis.techtarget.com/about (a knowledge tool that contains over 7,500 definitions and references).

Dimensions of social media impact



Source: Created by JIU and derived from the online article "Four Ways to Measure Social Media and Its Impact on Your Brand" (http://www.socialmediaexaminer.com/4-ways-measure-social-media-and-its-impact-on-your-brand).

Annex VII: Social media in the United Nations system organizations

	Selected corporate accounts	Executive Heads accounts	Social Media Unit Staffing	Social media guidelines	Corporate Facebook & Twitter accounts (official languages only)
	United Nations and its funds and programmes				
United Nations Secretariat			DPI Social Media Unit (Strategic Communications Division) 3 Professionals	✓ ✓	Facebook: A, C, E, F, R, S Twitter: A, C, E, F, R, S
UNCTAD			Managed by Web Unit 1 Professional and 2 General Service	✓	Facebook: E Twitter: E, F
UNOV/UNODC			0.5 Professional		Facebook: E, S Twitter: E, S
UNOG			UNIS Social Media Manager (P2)	✓	Facebook: E Twitter: E
UNAIDS			1 Professional	✓	Facebook: E Twitter: E
UNHCR			Social Media Unit (Geneva) 2 Professionals	✓	Facebook: A, C, E, F, S Twitter: A, E, F, S
UNDP			Online & Digital Team 1 Professional (P3)	✓	Facebook: A, E, F, R, S Twitter: A, E, F, S
UNEP			2 (1 Consultant + 1 UN volunteer)		Facebook: E, F, R, S Twitter: E, F

UNFPA			1 Professional (P2)		Facebook: E Twitter: E
UN-Habitat			1 Staff member as social media FP		Facebook: E, S Twitter: E, S
UNICEF			Social Media and Digital Engagement Team 4 staff members		Facebook: A, C, E, F, R, S Twitter: A, C, E, F, R, S
UNOPS			Split among multiple individuals (less than 1 full time)	No information provided	Facebook: E Twitter: E
UNRWA			1 Special Service Contract staff	No information provided	Facebook: E, A Twitter: E, A
UN-Women			1 Professional		Facebook: A, E, F, R, S Twitter: A, E, F, S
WFP			Consultants		Facebook: A, E, F, R, S Twitter: A, E, F, S
Specialized agencies and IAEA					
FAO			Managed within the Office of Communication 1.5 Professional		Facebook: E, F, S Twitter: A, C, E, F, R, S

ICAO[86]			Professional, General Service and consultants		Facebook: E Twitter: E
ILO			1 Social Media Officer (P3)		Facebook: E, S Twitter: E, F, S
IMO			Media and Communication Officer (P2)		Facebook: E Twitter: E
ITC			2 Professionals (P3 and P1 at 20% each) and 1 consultant (at 50%)		Facebook: E Twitter: E
ITU			1 Professional		Facebook: E Twitter: E
UNESCO			1 Professional (+ support staff)		Facebook: A, E, F, R, S Twitter: A, E, F, R, S
UNIDO			1 Professional as part of other functions		Facebook: E Twitter: E

[86] In addition to the accounts managed by the Communications Unit, ICAO has a presence on LinkedIn managed by the Human Resources Branch (not the Communications Unit) and a presence on Google Plus which is handled by the Web Management Unit and the Revenue and Product Management Section.

UNWTO			Managed by the Communications Team 1 External Collaborator (equivalent to 0.5 Professional)		Facebook: E Twitter: E
UPU			Managed by the Communications Programme No dedicated resources	(draft)	Facebook: E, F Twitter: E
WHO			Social Media Team 2 Professionals and 1 GS		Facebook: E Twitter: E, S
WIPO			0.5 Professional (P3) as Digital Communications Officer		Facebook: E Twitter: E
WMO			1 Professional, part-time (P4)		Facebook: E Twitter: E
IAEA			Managed by OPIC 2 Professionals (P2)		Facebook: E Twitter: E

Source: Information compiled by responses to interviews and questionnaires and through JIU research (2015), includes information as of 17 February 2015.

Annex VIII: Overview of actions to be taken by participating organizations on the recommendations of the Joint Inspection Unit (JIU/REP/2015/4)

		Intended impact	CEB	United Nations, its funds and programmes															Specialized agencies and IAEA											
				United Nations*	UNAIDS	UNCTAD	UNDP	UNEP	UNFPA	UN-Habitat	UNHCR	UNICEF	UNODC	UNOPS	UNRWA	UN-Women	WFP	ITC	FAO	IAEA	ICAO	ILO	IMO	ITU	UNESCO	UNIDO	UNWTO	UPU	WHO	WIPO	WMO
Report	For action		☐	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
	For information		☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Recommendation 1		f		L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L
Recommendation 2		f		E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
Recommendation 3		c		E	E	E	E	E	E			E				E	E							E	E			E		
Recommendation 4		c		E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
Recommendation 5		f		E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
Recommendation 6		f, h		E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E

Legend: **L:** Recommendation for decision by legislative organ **E:** Recommendation for action by the executive head

: Recommendation does not require action by this organization

Intended impact: **a:** enhanced transparency and accountability **b:** dissemination of good/best practices **c:** enhanced coordination and cooperation **d:** strengthened coherence and harmonization **e:** enhanced control and compliance **f:** enhanced effectiveness **g:** significant financial savings **h:** enhanced efficiency **i:** other

* Covers all entities listed in ST/SGB/2002/11 other than UNCTAD, UNODC, UNEP, UN-Habitat, UNHCR and UNRWA.